

THE EFFECT OF SELECTED HUMAN RESOURCE MANAGEMENT
PRACTICE ON ORGANIZATIONAL PERFORMANCE: THE CASE OF
MELKASSA AGRICULTURAL RESEARCH CENTER



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DECLARATION

I, Abu Boset, declare that this project work entitled “Effect of Selected Human Resource Management Practices on organizational performance in the case of Melkassa Agriculture Research Center” is my original work .I have carried out it independently with the guidance and suggestions of the research advisor and it has not been presented in any university.

Declared by: Abu Boset

(Researcher)

Signature

Date

LETTER OF CERTIFICATION

This is to certify that Abu Boset has carried out his research thesis work on the topic of “Effect of Selected Human Resource Management Practice on organizational performance: The case of Melkassa Agriculture Research Center” under my control .This work is original in its nature and it is suitable for submission in partial fulfillment of the requirement for the award of Masters Degree in Business Administration (MBA).

Bekele Shibru (PhD)
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Signature

Date

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APPROVAL SHEET FOR MBA RESEARCH PROPOSAL

Here by certify that I have gone through and checked this thesis and here by approve the thesis for final presentation by the candidate.

Approved By Board of Examiner

----- Chairperson	----- Signature	----- Date
----- Internal Examiner	----- Signature	----- Date
----- External Examiner	----- Signature	----- Date

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ACRONYMS

CM	Compensation Management
EIAR	Ethiopian Institute agriculture research
HRM	Human Resource Management
MARC	Melkassa Agricultural Research Center
OP	Organizational Performance
PA	Performance Appraisal
RS	Recruitment and Selection
TD	Training and Development

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ABSTRACT

The main purpose of this study was to investigate the effects of selected human resource management practices on organizational performance at Melkassa Agricultural Research Center (MARC). Descriptive and explanatory mixed research designs were adopted to answer the study questions. The study used both quantitative and qualitative research approach. The primary data were collected from employees of the institution through structured interview and questionnaire. The secondary data were also collected from company report. Purposive and simple random sampling techniques were used to select 12 management team and 196 other workers respectively. In order to gather the necessary data questionnaire, interview and document analysis were employed. Quantitative data was processed and analyzed using computer software via SPSS (version 20). Both descriptive (i.e. frequency, percentage, mean and Standard deviation) and inferential (i.e. correlation and regression) statistical tools were used employed to analyze the study variables. The qualitative data gathered through interviews were analyzed qualitatively using extended narration. The result of the study revealed that concerning human resource management practices, training and development, recruitment and selection and performance appraisal were performed at moderate while compensation was found at low rate. The correlation analysis result indicated that there were positive and significant correlations between human resource management practices, training and development, recruitment and selection and performance appraisal with organizational performance. The study revealed that a HRM practice has significant impact on organizational performance. It has been found that MARC performance can be attributed to HRM practices including recruitment and selection, training and development, performance appraisal, and compensation. Finally, based on the findings, the study recommended that management of the MARC need to properly plan for career development, organizational development, Training and development and performance appraisal to increase employees motivation.

Key words: Human resource management, organizational performance

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

An organization is investing up on employees based management strategies. One of the major hindrances that Human Resource expert link with is selecting from a growing pool of bright and trivial workers, as healthy as temporary and permanent workers (Halawi, el.al., 2017). With the rising need for talented high-experienced workers, organizations must pursue human resources. Growing the effectiveness of HRM is the most excellent way to distinguish one company from another (Kapoor, 2011). This can be done by determining a policy that guarantees employees are deal with by their association to the best outcome, which accordingly improves organizational performance (Gratton and Truss, 2003). Organizations that evaluate people as major and vital resources should so emphasis HR practices (Subhash, 2011). Furthermore, require to reorganize Human Resource apply that give power to international control and local understanding (Halawi, et al., 2017). Just serves institution that are prepared to change their HR practices to the shifting circumstances in labour will be capable to attract, progress and retain talents that will add to their odds of successive in international competition (Kapoor, 2011).

In knowledge economy, the human resource has been recognized as a strategic tool, essential to organizational profitability and sustainability (Khan, 2010). A lot of organizations now view HRM functions and it systems to be a major player in achieving organizational goals.

In the last fifteen years, organizations especially in Africa have been hit with the inevitable fact that the creation of competitive advantage lies in people. Organizations have increasingly recognized the potential for their people to be a source of competitive advantage. Not too long ago, so called Human Resource functions was the care for of human resources Management whose duties were to Human Resource planning, job design , recruit and select, orientation and placement ,performance appraise, training and development. These superficial duties could be

performed by any manager, it therefore never seem necessary to employ an expert in the form of a human resource manager let alone create a whole department dedicated to HRM.

In today's competitive and rapidly changing business world, organizations especially in the service industry need to ensure maximum utilization of their resources to their own advantage; a necessity for organizational survival. The purpose of this study would be the effects of selected human resource management practices on organizational performance at Melkassa Agricultural Research Center (MARC).

Moreover, organizations are focused on achieving superior performance through the best use of talented human resources as a strategic asset. HRM policies or strategies must now be aligned to business strategies for organizational success. No matter the amount of technology and mechanization developed, human resource remains the singular most important resource of any success-oriented organization.

Armstrong (2009) defines Human Resource Management (HRM) as a strategic and coherent approach to the management of an organization's most valued assets; that is, the people working there who individually and collectively contribute to the achievement of its objectives. In addition to that, Human resource management practices can be defined as a set of organizational activities that aims at managing a pool of human capital and ensuring that this capital is employed towards the achievement of organizational objectives. The adoption of certain bundles of human resource management practices has the ability to positively influence organization performance by creating powerful connections or to detract from performance when certain combinations of practices are inadvertently placed in the mix (Quansah, et al., 2013). In knowledge economy, the human resource has been recognized as a strategic tool, essential to organizational profitability and sustainability (Khan, 2010). The responsibility of HRM is to bring about deliverables in all aspects and these deliverables should be in a position to meet the ever growing competitive and global marketplace, which should be closely related to the organization's business strategic plans (Aguta, et al., 2015). A sector that has been the main support of the Ethiopian economy for the past 50 years. Openly, the study try to discover the effect of human resource practices like training and development, compensation, performance appraisal and, Selection and recruitment. According to Delery & Doty (1996), the

effect of best human resource management practices on organizational performance has the subject of much attention over the years. Productive organizations are increasingly realizing that there are various reasons which contribute to the organizational performance yet human resources are clearly the most critical (Mello, 2005). Organizational performance comprises the actual result of an organization as measured against its planned outputs. According to Richard, (2009), it includes three specific areas of outcomes: Financial performance such as profit, return on investment, return on assets etc. it also includes product market performance and optimized shareholders return (economic value added, total shareholders return, etc).

Therefore, this research investigates the effect of selected human resource management practices on organizational performance in the case of Melkassa Agricultural Research Center.

1.2. Statement of the Problem

Human resource practices have major effect on organizational performance within the rising competitive world, human resource management are expected to contribute to organizational performance. Many organizations now believe that the accomplishment of the planned management process mainly depends on the extent to which the human resource function is applied. There have been many studies from different part of the world under the Effect of selected human resource management practices on organizational performance in different sectors. The head declare studies were carried out in a different culture and time which make it difficult to show and conclude the effect of selected human resource management practices on Employee Performance based on these studies. Although the effect of particular human resource management practices on organizational performance has been a previously widely researched area, insufficiently numbers of studies have been conducted in the context of Ethiopian service industries and in the banking sector as well. (Mulu, 2011)

It is traditional that HRM is positively related to organizational performance (Dessler, 2013); yet there is a vast need for additional evidence to support the HRM performance bond from different contexts. Country in the growing point like Ethiopia desires to know the contribution of different factors and the greatness of their effect on organizational performance that leads towards economic development and prosperity. Furthermore, Okechukwu (2014) in his study found that three major findings in their research: Human resource department practice of

training and development provides their employees with greater intrinsic rewards than other traditional HRM tools; there is a significant relationship between HRM practices (training and development) and increased employees' motivation or commitment and organizational productivity.

Therefore, the major reasons that the researcher's wish to raise this point is that according to the researcher's observation before conducting the study there is a positive effect of human resource management practice in organizational performance and it decreases employee turnover and improves motivation of employee in Melkassa Agriculture Research Center. Additionally, as per the researcher's concerned for empirical studies few/none other study conducted on this topic in agricultural sector in Ethiopia and in the specific organization that is Melkassa Agricultural Research Center. Moreover, the researcher needs to contribute this study and the relevance of the outcome of the study for the research center and other similar public organizations will get considerable attention. Therefore, the study will to investigate the effect selected of human resource management practices on organizational performance in case of MARC.

1.3. Research Question

1. What are the human resource management practices of Melkassa Agricultural Research Center?
2. What is the level of organizational performance of Melkassa Agricultural Research Center?
3. What are the relationship between human resource management practices and organizational performance of Melkassa Agricultural Research Center?
4. What are the effects of human resource management practices on organizational performance of Melkassa Agricultural Research Center?

1.4. Objectives of the study

1.4.1. General objective

The main objective of this study, to investigate the effect of selected HRM practices on organizational performance at MARC.

1.4.2. Specific objective

In line with achieving the general objectives, the study attempts to address the following specific objectives:

1. To identify the human resource management practices of Melkassa Agriculture Research Center.
2. To examine the level of organizational performance of Melkassa Agriculture Research Center
3. To investigate the relationship between human resource management practices and organizational performance of Melkassa Agriculture Research Center.
4. To examine the effects of selected human resource management practices on organizational performance of Melkassa Agriculture Research Center.

1.5. Hypothesis of the Study

Hypothesis 1

H0: Recruitment and selection has no positive and significant effect in organizational performance.

H1: Recruitment and selection has positive and significant effect in organizational performance.

Hypothesis 2

H0: Training and development has no positive and significant effect in organizational performance.

H1: Training and development has positive and significant effect in organizational performance.

Hypothesis 3

H0: Performance appraisal has no positive and significant effect in organizational performance.

H1: Performance appraisal has positive and significant effect in organizational performance.

Hypothesis 4

H0: Compensation has no positive and significant effect in organizational performance.

H1: Compensation has positive and significant effect in organizational performance.

1.6. Significance of the Study

The study is that important in various aspects. First, on the start of the findings of the study, the researcher would be several view point to help the organization and identifies the problems of the about the practice of HRM and is given indicator to plan makers and decision makers to present due emphasis to HRM practice in classify to scale up and constantly promote the employees know-how to improve organizations performance.

Second, the study would enable administration of MARC to better appreciate the relationship between HRM practice and the face associated with organizational performance. The study area would moreover use it as a principle to address harms and improve their sympathetic in the practices of HRM. Thirdly, this study would be made it was own contribution to the existing literature about the practice of HRM associated to organizational performance because in our country partial studies were conducted related to HRM practice in service sector office. The researcher also hoped that, the founding of this study would provide a support to other researcher who is interested to conduct further study in the area.

1.7. Scope of the study

The study focus on the effect human resource management practice and organizational performance and it is confined only to MARC, EIAR has many Sites at the national level conducting the study on the overall sites requires large amount of money and time. Among different types practices including training and development, compensation, performance appraisal and selection and recruitment.

The independent and dependent variables of the study are:

Dependent Variable

The dependent variable of the study is organizational performance; in this study organizational performance is assess using subjective procedures such as member of staff motivation, loyalty and aim to continue in the organization which achieve in the side of the HRM practice the organization.

Independent Variable

The independent variable of this study is the HRM practice of un influence organizational performance (i.e. training and development, compensation, performance appraisal and, Selection and recruitment).

Geographically the research decided to on one of site which located at Awash Melkassa town on the MARC. The data is delimited to the year 2019, which would be the study period.

1.8. Limitation of the study

The study focused on the effect of Human Resource Management practices on organizational performance; Because of the scope of the study the researcher didn't cover explicitly all areas of HRM practices. Other suffer by methodological tool that the data gathering method to collected from the respondents might not be such completely perfect

1.9. Rationale for the Study

Human resource management plays a very vital role in the success of any organization, especially in both manufacturing and service sector because when HRM practices applied each can reduce scarcity resource and social discrimination by providing the intent resources and opportunities for upward social mobility and social inclusion. This study looks at the practice of Human resource management and its relationship with organization performance in MARC. Therefore, this study will add on the existing literature on the effecting of human resource development issues and propose ways of enhancing performance in such service organization

1.10. Operational Definitions

HRM: is defined in terms of its proactive approach to manage people in the organization Dessler (2013)

Recruitment and Selection: This is the process of recruitment and selection to staff. This involves matching people and their expectations with which the job specifications and career path available within the organization (Mahapatro, 2010).

Training and development: Training is a planned effort to enable employees to learn job related knowledge, skills, and behavior. Development involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs (Noel, 2011).

Performance appraisal (PA): is a formal system of review and evaluation of individual or team task performance (Akuoko & Baffoe, 2012).

Compensation: refers to a wide range of financial and non financial rewards to employees for their services rendered to the organization (Keller & Szilagyi, 2016)

Organizational performance: referring to the actual output or results of an organization as measured against its intended outputs, goals and objective of formal standards. Katou, (2011)

1.11. Organization of the Study

The study is organized in to five chapters. The first chapter describes the background of the study, statement of the problem, objectives of the study, significance of the study, Scope of the study, Rational for the study and limitation of the study. In the second chapter, different related literatures are presented to create depth understanding towards the subject under study. Chapter three is concerned with the methodological part of the study. The analysis and discussions of major findings are indicated in the fourth chapter. In the fifth chapter conclusions, recommendations and implications of the study are made.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter shall be alienated into three most important categories. 1) Theoretical Literature Review (the study explains concepts and theories of human resource management practices and on organizational performance). 2) Empirical Literature Review (the study nearby the research findings of several researchers in relation to human resource management) and , At last, 3) this section will end up with the presentation of conceptual framework that indicates Human Resource management as independent variable and organizational performance as dependent variable.

2.1. The Concept of Human Resource Management (HRM)

The study would referred to the guidelines and practices involved in carrying out the human resource (HR) aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations (Dessler, 2007; sited Yeshihareg et al.,2019). HRM is calm of the plan, practices, and systems that influence employees' behavior, attitude, and performance (Noel, Hollenbeck, Gerhart & Wright, 2007).

According to Armstrong (2016) the goals of HRM are supporting the group in achieving its objectives by developing and implementing human resource strategies that are integrated with the business strategy (strategic HRM) to causal the development of a high performance culture ensuring the organization has the talented, skilled and engaged people it needs, creating a positive employment relationship between management and employees and a temperature of mutual trust and encouraging the application of an moral move toward to people management.

In today's competitive world, HRM is the fundamental factor for achieving organizational objectives and becoming international discourse (Ashkezari & Aneen, 2012). According to Dessler (2013), HRM refers to the policies and practices involved in carrying out the human resource aspects of a management position including human resource planning, job analysis,

recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations.

Human resource management (HRM) is the policies, practices, and systems that influence employees' behavior, attitudes, and performance. Many companies refer to HRM as involving "people practices". There are several important HRM practices that should support the organization's business strategy: analyzing work and designing jobs, determining how many employees with specific knowledge and skills are needed (human resource planning), attracting potential employees (recruiting), choosing employees (selection), teaching employees how to perform their jobs and preparing them for the future (training and development), evaluating their performance (performance management), rewarding employees (compensation), and creating a positive work environment (employee relations). An organization performs best when all of these practices are managed well. At companies with effective HRM, employees and customers tend to be more satisfied, and the companies tend to be more innovative, have greater productivity, and develop a more favorable reputation in the community (Raymond A. Noe, 2011).

Human Resource Management can be described as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. It has a strong conceptual basis drawn from the behavioral sciences and from strategic management, human capital and industrial relations theories. This foundation has been built with the help of a multitude of research projects (Armstrong, 2010).

Human resource management (HRM) is a comprehensive and coherent approach to the employment and development of people. HRM can be regarded as a philosophy about how people should be managed, which is underpinned by a number of theories relating to the behavior of people and organizations. It is concerned with the contribution it can make to improving organizational effectiveness through people but it is concerned with the ethical dimension – how people should be treated in accordance with a set of moral values (Armstrong & Taylor, 2014). Vincent & Joseph (2013) define human resource management as a "management function within organizations that is concerned with people and their relationships at work". (O'Brien, 2011) also defined human resource management (HRM) as

the management of an organization's workforce, or human resources. It is accountable for the attraction, selection, training, assessment, and 15 rewarding of employees, while also supervising organizational leadership and culture and ensuring compliance with employment and labor laws.

2.2. Components of Human Resource Management Practices

Singh (2012) found that a well-planned system is a central part of HRD in every organization. HRM components, which are important for better functioning of a given organization, are the following:

2.2.1. Recruitment and Selection

Recruitment and selection absorb two interrelated processes, recruitment is the process of produce a pool of capable people to relate for employment to an organization while selection is the process by which specific instruments are engaged to choose from a group of applicant's persons most suitable for the job taking into consideration management goals and legal requirements (Bratton & Gold, 2003). It is the progression of finding and engaging the people the organization needs. Choice is that ingredient of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs (Armstrong, 2016).

Mahapatro (2010), the objectives of employment to attract people with multi-dimensional ability and knowledge that go with the at hand and expectations managerial plan, to introduce unknown with a new standpoint to lead the business, to fill novel blood at each and every one stage of the business, to enlarge an administrative society that exert a pull on capable people to the business, to look for or beginning follow people whose talent fit the company's ethics, to invent methodologies on behalf of evaluate emotional traits, to seek out non-conventional development grounds of talent, to search for talent internationally and not just inside the company, to design entry salary that competes on quality however not on quantum and to look forward to and find community for situation that accomplish not exist yet. According to Armstrong (2009), recruitment involves finding and engaging the people who can help meet the organization's needs.

2.2.2. Training and Development

Training is a deliberate effort to facilitate recruits to learn job interrelated knowledge, skill, and behavior. Development involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs. Development programs often focus on preparing employees for management responsibility. Likewise, if a company plans to set up teams to manufacture products, it might offer a development program to help employees learn the ins and outs of effective teamwork (Noël, 2011). As studied by Busungu (2015) in Kenya Insurance company research revealed that training and development of employees help employees adapt to their new background through socialization, affect recruitment of employees, Create efficient and effective service delivery, boosts employee motivation, and productivity. With the help of the performance appraisal reports and findings, the organization can be able to identify development needs. On the other hand, individuals themselves can help to indicate the areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs. Training plays an important role in motivating employees to take part in organized projects, to willingly support programs that will improve the organization and to do their best in order to see that organizational goals are achieved (Bolman & Deal, 2011).

According to Khan (2012), training engage providing the employees the knowledge and skills needed to a particular current job or task while development is preparing employees for future work responsibilities, increasing capacities and help them to perform their current job.

2.2.3. Performance Appraisal

Performance appraisal is a process that is carried out to enable both the individual and the organization to analyze, examine and evaluate the performance of specified objectives over a period of time. PA is a review and an assessment of an employee's performance of assigned duties and responsibilities. PA serves several purposes in the organizations for instance; it provides tools for acknowledging good performance, identifying areas in need of improvement and providing guidelines to justify management decisions (Akuoko and Baffoe, 2012). as a result, PA is more than simple checklist actions whether activities are performed or not that

organizations sought to review their effectiveness and make further management decisions. Appraisal comprises an objective evaluation of an employee's performance combined with an outline of measures to be taken for improvement and counter-signed by both employee and manager (Osman et al., 2011b).

2.2.4. Compensation Management

Workers are the back bone of any business. According to Armstrong (2010), there are benefits of reward management: deeper and longer-lasting impact on the motivation and commitment of people, enhancing employment relationship, flexibility to meet individual needs, help to deliver a positive psychological contract and this can serve as a differentiator in the recruitment market. In corporations the selection of reward strategies and the administration of payment and benefits systems (Mahapatro, 2010). As disagree by (Keller & Szilagyi, Begum W. et al, 2016) it is a process designed to motivate employees to increase morale, commitment, productivity, and teamwork, rewards and recognition are often given through both monetary and nonmonetary means. prose supports the idea that reward and recognition are important factors that influence employee behavior, job satisfaction, and employee performance.

According to Rose (2014) and Yeshihareg A.,(2019), also said(wrote) that Reward management deals with the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by financial, material reward and Psychological rewards. Reward management agreement with the strategies, policies and processes required to ensure that the value of people and the contribution they make to achieving organizational, departmental and team goals is recognized and rewarded. It is about the design, implementation and maintenance of reward systems (reward processes, practices and procedures), which aim to meet the needs of both the organization and its stakeholders. The overall objective is to reward people fairly, equitably and consistently in accordance with their value to the organization in order to further the achievement of the organization's strategic goals.

2.3. Organizational Performance

According to Katou, (2011) organizational performance can be observed in terms of the ability of employees to meet set objectives, teamwork, low turnover rate, increased profitability, employee satisfaction, improved employee wellbeing, productivity, complete integration and synergy between individual career goals and alignment to the firms objectives, growth, sense of identity, social responsibility and flexibility.

Organizational performance is a multidimensional construct Paauwe (2005) and one of the dimensions is service quality. Service quality is an important dimension of organizational performance in the public sector as its main output is services. Each organization has its own goal, and workers have to utilize different control activities and effective operation to achieve their organizational goal. Performance indices are an instrument to evaluate goal achievement.

Javier (2002) equates performance to the famous 3Es; economy, efficiency and effectiveness of a certain program of activity. According to Richard et al (2009) organizational performance encompasses three specific areas of firm outcomes; financial performance (profits, return on assets, return on investment, etc), product market performance (sales, market share, etc), and shareholder return (total shareholder return, economic value added, etc.). Organizational performance is the organization's ability to attain its goals by using resources in an effective and efficient manner Daft (2000). According to Richard (2009), organizational performance means achievement of organizational goals and objectives. Organization performance should be measured not only in terms of market share, return on investment and financial profitability, but should encompass both qualitative and quantitative parameters of measurement.

From the above idea, organizations performance is process to enhance both the effectiveness of an organization and the well-being of its member through planned interventions. by tradition performance in many organizations has been conceptualized in terms of financial output or organization's profitability and the non-financial measures such as corporate image, market share, and organizational culture.

2.4. Relationship between Human Resource Management Practices

HRM practices have an effect on employee performance and competitive advantage of an organization (Guest, 2002; Balochi et al., 2010). The human resources of every organization are a basis of viable benefit. The employees of every organization are a basis of viable benefit. This study wills an increase in the trial studies that look at the influence of all practices of (HRM) on performance of employees (Becker & Huselid, 2006; Bowen & Ostroff, 2004).

An issue that has featured prominently in the discussion of the interactions between HRM and organizational performance is whether the correlation between HRM practices and measures of organizational performance is universal or contingent. The universalistic observation suggests that a number of HRM practices are more valuable than others. Firms that use modern hiring systems should on average have more efficient, competent and resourceful labor force than firms that employ other systems (Huselid, 2005).

Lynch & Smith (2010) in their work state that recruitment and selection is the initial process to evaluate staff. This is concerned with identification, attraction and selection of the suitable person meeting the job requirements of the organization. It is an important process to carry out otherwise the outcomes inappropriate recruitment and selection is extensive. HR practices are positively correlated with employee's performance whereas selection and training is more affecting the performance rather than other practices.

Chand & Katou (2007) demonstrated that recruitment and selection, part of HRM system is strongly correlated with the profitability and suggests that management of the organization must focus on these HRM practices (recruitment and selection) resulting in an improved organizational profit. (Marques, 2007) involvement of HR department in hiring process helps to enhance knowledge of the workforce and required skills. It is also helpful for the identification of upgrading skill requirement of the employees. By such involvement, good communication seems to have synergy effect and helps to unify the workforce. Because of this communication, negotiations happen in more positive atmosphere which has an ultimate effect on the quality within the workforce.

Qureshi et al (2007) concluded that training as an HR practice has a very positive impact on the performance of the employees as there is highly positive correlation is found in the study.

(Castillo, et al., 2009) stated that, training provides employees with the skills, abilities and knowledge required by the post. This effect can be explained in a way that the organization is interested in investing in training for the employees and giving them confidence and intends to count on them in future, they will make more effort and give their best at their work in an effective way.

Compensation is one of the dominant HR practice that firms use to evaluate and reward employee's effort (Collins & Clark, 2003). Organizations can benefit from maximizing the performance of their employees and observe the development of the desired employees attitude and behavior through the use of appraisal mechanism, it is a systematic and periodic process that asses an individual employees job performance and productivity in relation to certain pre-established and organizational objectives (Chand & Katou, 2007). Therefore, improving performance appraisal for everyone will directly affect the overall organizational performance.

2.5. Effect of HRM practices on Organizational Performance

2.6. Summary of Empirical Studies

The studies discussed above were either outdated, nearer studies also takes place. Somehow, the recent related literature review conducted as below table with researcher found and gap for future researcher's direction.

Miraa, Mohammed Saud; Choonga, Yap Voon; Thima, Chan Kok (2019) studied the effect of human resource management practices and employees' job satisfaction on employee performance based on the role of the human resource practices such as training and development, reward, job analysis, social support, recruitment and selection, employee relationship and empowerment, employee satisfaction into employee performance. Their study was built on the presumption that human resource practices should reconcile the role of human resource practices on employees' performance. In addition, this is in line with Maslow theory

and Adam equity theory that employees are satisfied when their needs are. These researchers further argued that job satisfaction spurs the employees' drive to deliver expected organizational outcomes through enhanced employee performance using a deductive and positivist approaches and a sample size of 367 respondents on eight ports of Saudi Arabia. The study adopted the structural equation Modeling (SEM) to examine the current study data; and however, for the analysis of SEM, smart-PLS- software was employed. Accordingly, their study found that a positive relationship between HRM practices and employee performance. The study also found that there existed insignificant relationship between HRM practices and employee job satisfaction. The study further depicted that the current study found a positive significant relationship between employee job satisfaction and employee performance, thus the hypothesis 3 has been accepted. In terms of mediating role of employee job satisfaction, the findings have revealed no mediating role between HRM practices and employee performance.

Kareem (2019) tried to investigate the relationships between the practices of human resource development and organizational effectiveness in the Iraqi public universities context based on the response collected from 215 employees involving a number of deans, heads of departments, faculty members and principals of the execution units; and using a confirmatory factor analysis (CFA), structural equation modeling (SEM). This study revealed that HRD practices such as talent development, training and development, organizational development and career development have a positive and significant impact on organizational effectiveness.

Singh (2004) looked at the connection between six HRM practices and firm level performance in India. 359 enterprises were obtained from firms listed in the Centre for Monitoring Indian Economy database. The study findings indicated that there was a significant relationship between the two HR practices, namely, training and compensation, and perceived organizational and market performance of organizations.

Oladipo and Abdulkadir (2011) in a study on SHRM practices in Nigerian Universities examined the influence of ownership-type and age on the adoption of SHRM practices. Their findings on recruitment system as practiced were that it ensured a fit between the prospective employee's abilities and qualifications and the universities requirements. Similarly,

performance appraisal system as practiced then was effective enough to let the universities scrutinize the development of desired employee attitudes and behavior.

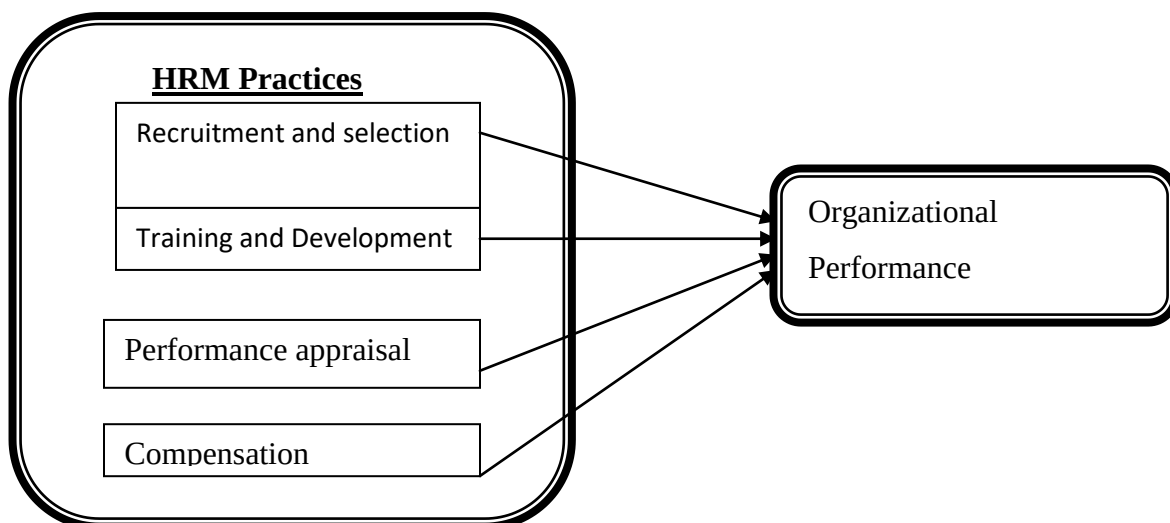
Onyango and Kipchumba (2012) in a study on SHRM practices and performance of Hotels in Kenya examined the relationship among strategic human resource management practices, motivation and organizational performance. The study also sought to establish the degree to which the connection between SHRM practices, employee motivation and firm performance depended on employee cultural values and organizational characteristics. The study found out that training and development and compensation systems were the best predictors of a hotel performance while training and development, compensation systems, and performance appraisal were the best predictors of motivation at work and that organizational distinctiveness had significant influence on the relationship between SHRM practices and firm performance.

2.6. Conceptual Framework

In this section, the Researcher developed the Conceptual framework foundation on the review of literatures of the study that indicates the connection between HRM practices, as independent variable, and Organizational Performance (as dependent variable).

Independent Variables

Dependent Variable



Source: Developed by the author, 2020

Figure 1: Conceptual Model

CHAPTER THREE

RESEARCH METHDOLOGY

The section presents the methods that will be used to carry out the study. It presents the research design, study population, sample size, sampling methods, data collection methods and instruments, pretesting of instruments, procedure for data collection validity and reliability, data analysis, measurement of variables and ethical considerations.

3.1. Study Area

Melkassa Agricultural Research Center (MARC) was established in 1969 as a national horticulture research center with staff members of five personnelland land area not exceeding five hectares. Over the years, other important research programs and commodities have been included in the research program that contributed to improved rain fed and irrigated agricultural development with a main focus on dry and lowland areas of moisture stress and irrigable areas of the country, Total Area 275ha and The total numbers of employees working in Melkassa Agriculture Research Center are 452.

3.2. Research Design

The study will adopt both descriptive and explanatory research designs. Descriptive survey design because descriptive research is a design used to obtain information relating to the exiting status of an issue or phenomenon and to describe what exists within the variable or conditions of the situation. Hence, descriptive survey research was used to investigate the HRM practices and level of organizational performance. Further, this method helps to gather various kinds of data using research tools such as questionnaire, interview and documents analysis. Descriptive survey helps to interpret, synthesize and integrate data and point out their implications. This study will also use an explanatory research design, as it is more appropriate to examine cause-and-effect relationship. Explanatory research establishes relationships between independent variables (training and development, requirement and selection, compensation and performance appraisal) and dependent variable (organizational performance) in MARC.

Furthermore, a mixed research methods of both qualitative and quantitative approach is capable of giving good understanding of the study (Mukibi, et al, 2009). The research will employ both quantitative and qualitative mixed research approaches.

3.3. Population, Sample Size and Sampling Techniques

3.3.1. Population of the Study

The target population of the study consists of permanent employees of Melkassa Agriculture Research Center Institution (MARC) located site in Awash Melkassa town. The total numbers of employees working in Melkassa Agriculture Research Center are 452. Among this population 12 of them are management team and the rest 440 are workers.

3.3.2. Sampling Size

Accordingly, the sample size will be decided based on population of the study. The researcher will uses Yemane's formula 1967, in order to determine the sample size of the population. This formula is reliable to 95% and has only 5% deviation factor. Yamane 1967 simplified formula as shown below.

$$n = \frac{N}{1 + Ne^2}$$

Where n= sample size

N= population size

e= level of precision (0.05)

Therefore, the total sample frame of in the study area is 452. Confidence level=95% and Error term assumed=0.05%

$$N=452/1+452(0.05)^2$$

$$=452 \div 2.13$$

$$=212.20= 212$$

So, based on the above formula the study sample size of the study would be 212 employees.

3.3.3. Sampling Techniques

The researcher will use simple random sampling technique for selected employees. The researcher uses this techniques since every members of the population has equal chance of being to be selected, it saves time, minimizing cost, and provide accurate data for this study. Regarding accessing the participants, heads and other management team would be selected purposive sampling techniques.

3.4. Sources of Data

In the study, both primary and secondary sources of data were used. Primary and Secondary data were collected from the samples and documents respectively.

3.4.1. Primary Sources

Primary data were collected from branch head, top management team, different department coordinators and other employees. These people have adequate information because they are directly and indirectly involved in each human resource management activities and provide accurate information for the study. These primary data were collected through questionnaires and interviews.

3.4.2. Secondary Sources

Secondary data were obtained from different documents. For this purpose, the researcher was to observe relevant documents (trainings and development plan programs for trainings, check document files, audio- visual records, minutes, annual reports and other documents) which were used to get relevant information for the study.

3.5. Data Collection Tools

In the study, both qualitative and quantitative data types were used to triangulate the finding from different angles. Data collecting instruments used for this study were self-administered questionnaires, semi-structured interviews and document analysis. Quantitative data were collected by using questionnaire and qualitative data by using interview guiding questions and document analysis. Use of both methods of data collection helped the researcher to combine the strength and some of in adequacies of any one of the source of data.

3.5.1. Questionnaire

Questionnaire, close-ended items were constructed to collect information from experts found in different process owners. This was mainly because questionnaire is used as a major instrument to collect information from the data sources of the study. Primary data were collected from Melkassa Agriculture Research Center employees to achieve practices of HRM and its effect on organizational performance. Questionnaires were prepared in English. Close ended questions such as Likert or scale type questions rating 1-5 were used because they are suitable for large-scale survey as they are quick for respondents to answer; they are also easy to analyze using statistical techniques.

3.5.2. Interview

In addition to the survey questionnaire to obtained quantitative data, the researcher also employed interview as an instrument for data collection to complete and obtain relevant data that were not handled by questionnaire and to counter check, the information already obtained. The interview aims at eliciting information on the challenges in the practices of HRM and solutions in research center. All the interviews were conducted in English Language with HR director and manager of the center and the results of interview analysis also were summarized by English. Interviews items questions were prepared for cross checking and substantiate the results of the questionnaire.

3.5.3. Document Analysis

Document analysis were conducted to secure pertinent information and to check whether there existed a set of standards of HRM components or not. To do so the researcher assesses further documents to evaluate and compare the standards set with actual performance and to triangulate the data collected through other tools. Generally, for the purpose of the study the main documents assessed by the researcher included, recruitment, performance appraisal, human resource training plan, training materials and checklist, program for training, training attendance document file and other records for validating the research found. The documents enabled the researcher to triangulate the data collected through other tools.

3.6. Data Analysis Tools

The collected data first checked for its consistency, completeness, missing and other errors before the entry process. The data coding handled over such activities and make ready to the completed and corrected questionnaire for analysis. A data entry template was organized and data entered in to the appropriately designed program for analysis. Finally, statistical techniques were employed on the quantitative data. Therefore, the data were analyzed using descriptive and inferential statistics by using Statistical Package for Social Science (SPSS-version 20). Descriptive statistical indexes like frequency, percentage, mean and standard deviations are used to analyze the demographic variables of the study participants and the major study variables practices of HRM and organizational performance. Moreover, inferential statistics such as, correlations and regressions analysis are also used to measure the relationship between the dependent and independent variables and to measure the effect of independent variables (HRM) practice on dependent variable (organizational performance). The qualitative data was collected with interview and document analyses were analyzed in extended narration through quotations.

3.7. Validity and Reliability of Instruments

Whatever procedure selected for data collection, always it should examine critically to assess its validity and reliability. A researcher has to ensure that the measures he/she has decided to use are well suited to the subject and to the research questions. Validity refers to whether or not

a test measures what it claims to measure, whereas reliability refers to the degree to which measurements are consistent in give the same results. The concern here is with the stability of measures and the accuracy of measurements. Validity and reliability are discussed in more detail in the following sub-section.

3.7.1. Validity

Validity is important in determining whether the statements in the questionnaire and interview are relevant to the study. There are various techniques of measuring validity or truthfulness of a questionnaire and instruments validity before collecting data needed for the study. In order to ensure the quality of the measurement tools face and content validity are checked.

The validity of the instruments were tested by two instructors from the department including the research advisor to check the appropriateness and clarity of its contents. By doing so content validity were further ensured by consistency in administering the questionnaires. In addition to this, a pilot test were conducted before the questionnaire is administered by involving 25 non-sample respondents of employees and office experts.

3.7.2. Reliability

To reach scientifically rigor results, instrument reliability was also established. In assessing the reliability of scales used in the questionnaire, a coefficient of internal consistency would be calculated used Cronbach's alpha methodology. Instrument reliability shows the internal consistency of items representing a latent construct. It refers to the extent to which instruments are consistently measuring what they are supposed to measure. As shown in Table1 Cronbach's alpha coefficients for human resource management practices and organizational performance would be 0.70 and above indicating an acceptable statistic testing level according to (Nunnally, 1978).

Table 1: Reliability analysis of variables

Variables	Questions/items	Alpha value
Recruitment and selection	11	0.95
Training and development	11	0.93
Compensation and incentives	9	0.71
Performance appraisal	9	0.75
Organizational performance	13	0.82
Overall	53	0.90

3.8. Variables of the Study

The independent and dependent variables of the study are:

3.8.1 Dependent Variable

The dependent variable of the study is organizational performance; in this study organizational performance is assessed using subjective procedures such as member of staff motivation, loyalty and aim to continue in the organization which achieve in the side of the HRM practice the organization.

3.8.2. Independent Variable

The independent variables of this study were the HRM practice of influence organizational performance (i.e. training and development, compensation, performance appraisal and, Selection and recruitment).

3.9. Ethical Considerations

In the initial place, the department approving the thesis proposal, it was not ethical to access some confidential documents of the organization. Therefore, the organization's code of ethics would be taken in to account without significantly compromising findings of the study. Also it may not be ethical to ask employees to answer questionnaires while they are at their work

responsibility. Hence, enough time would be given to respondents so that they can either take the questionnaire to their address or work out their break moment. Brief description of the vital objectives or rationale of the study and the potential benefit of the research outcome to respondents are plainly given in the starting part of the questionnaire. In conclusion, respondents were included in the study based on their open motivation.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

Under this chapter, the data, its analysis and interpretation are presented. As mentioned in the previous chapters, data were collected through questionnaire and semi structured interview from different target groups related to the four major functions of human resource management namely recruitment and selection, training and development, performance appraisal and compensation system in Melkassa Agriculture Research Center.

4.1. Questionnaire Response Rate

Out of 212 sample respondents, 196 respondents filled and returned the questionnaires making a response rate of 92.45%. This response rate is excellent and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.2. Demographic Characteristics of the Respondents

Frequencies of occurrence of certain variables are determined, from which the percentage and cumulative percentage are calculated. Frequency tables of demographic variables are given below.

The respondents were asked to indicate their sex, the summary in Table 1 showed 146(74.5 %) were males; while the remaining large portion about 50(25.5%) were females. Thus, the result indicates that the organization is largely occupied with males.

The results in the table 1 also show that the majority 54(27.6%) of the study respondents were between 18 to 29 years and 81(41.3%) of respondents were found between 30 to 39 years, 51(26%) respondents age were found between age 40 to 49 years .while only 10 (5.1%) were 50 years and above. This indicates that the majority of staff at selected offices of MARC there age bracket is in their most productive age group. Such employees are likely to perform better at their jobs.

Table 1: Demographic Characteristics of the Respondents

No	Characteristics of the Respondents		Frequency	Percent
1	Sex	Male	146	74.5
		Female	50	25.5
		Total	196	100.0
2	Age respondents	18-29	54	27.6
		30-39	81	41.3
		40-49	51	26.0
		Older than 50 years	10	5.1
		Total	196	100.0
3	Educational background	Less than grade 8	0	0
		Grade 9 to 12	33	16.8
		Diploma/Level	42	21.4
		First Degree	110	56.1
		Masters	11	5.6
		Total	196	100.0

According to the results in Table 4.1, the majority 110(56.1%) of the respondents were educated up to first-degree level, 42(21.4%) were educated up to Diploma/level, 33(16.8%) were educated up to grade 9 to 12 and 11(5.6%) were educated up to Master's degree level. This shows that the majority of the study respondents were adequately educated. This practically implies that the offices have adequately educated employees who are likely to perform better at their jobs.

4.3. Human Resource Management Practices

4.3.1. Recruitment and selection practice

Table 2: Response on recruitment and selection practices

No.	Items	SDA		DA		N		A		SA		Mean	SD
		F	%	F	%	F	%	F	%	F	%		
1	The organization recruits immediately positions are declared vacant.	7	3.6	61	31.1	17	8.7	84	42.9	27	13.8	3.32	1.156
2	The organization fills vacant positions both from internal sources and external sources.	4	2	25	12.8	9	4.6	127	64.8	31	15.8	3.79	.927
3	The organization has a policy which guides in recruitment activities.	5	2.6	41	20.9	15	7.7	101	51.5	34	17.3	3.60	1.078
4	The staffs are made aware of an existing vacancy or vacancies.	2	1	95	48.5	18	9.2	55	28.1	26	13.3	3.04	1.158
5	The employees are involved in making decisions regarding employment.	30	15.3	83	42.3	14	7.1	39	19.9	30	15.3	2.47	1.343
6	There is transparency in the short listing of job	88	44.9	88	44.9	8	4.1	4	2	8	4.1	1.75	.939
7	All divisional/departmental heads are involved in the selection process.	18	9.2	105	53.6	32	16.3	38	19.4	3	1.5	2.30	.958
8	Only candidates with the relevant skills are considered during the selection process.	11	5.6	83	42.3	8	4.1	82	41.8	12	6.1	3.00	1.148
9	The organization does not encourage the influence of external forces during the selection	6	3.1	44	22.4	7	3.6	96	49	43	21.9	3.64	1.143
10	The organization takes into consideration affirmative action during the recruitment and	20	10.2	93	47.4	36	18	45	23	2	1	2.57	.987
11	The organization acknowledges all application letters as a sign of seriousness on its part	34	17.3	72	36.7	12	6.1	70	35.7	8	4.1	2.72	1.230
Aggregated mean												2.92	1.097

Source: Researcher survey data, 2020

Key: The data interpreted as follow, 4.5-5.0 for strongly agree, 3.5-4.49 for agree, 2.5-3.49 - average value for neutral, 1.5-2.49 disagrees and 1.0-1.49 strongly disagree SDA=strongly disagree, DA= Disagree). UN= Neutral, A= Agree and SA=strongly agree. According to Likert (1933; p44-55), stated Measurements for psychological attitudes in social science researcher rated in two ways on as ordinal scale and the others interval scale rating 1-5.

As data in Table 2, item 1, employee agree or not that well in recruitment and selection practices of the organization recruits immediately positions are declared vacant. Accordingly, 84(42.9%), 61(31.1%) and 27(13.8%) of respondents agreed as neutral, disagree, and strongly agree respectively. In general, the total mean value ($M=3.32$, $SD=1.156$), the majority of the employees responded as the research center was not well in working to the organization recruits immediately positions are declared vacant. Because the majority of respondents not accepted as well in working to the organization recruits immediately positions are declared vacant by responding neutral. Meanwhile, HR managers revealed that there is evidence of significant improvement of the organization's performance in terms of competency and quality services offered by organization due to well-established and managed employees' recruitment and selection strategies on time for open vacancy. From the response obtained one can conclude that all activities well done activities in working to the organization recruits immediately positions are declared vacant that was not effective and found at medium status.

As per Table 2, item 2, out of the total respondents of employees, 127(64.8%), 31(15.8%), 9(4.6%), 25(12.8%) and 4(5.5%) of respondents agreed as agree, strongly agree, neutral, disagree and strongly disagree respectively rated as agreed highly about working for upgrade employee's potential. The mean is also confirmed that high rate that is ($M=3.79$, $SD=0.927$) and the center was working for the organization filled vacant positions both from internal sources and external sources at high rate. Therefore, from the data analysis that the researcher concluded that the organization filled vacant positions both from internal sources and external sources since it was agreed at high rate.

In response to item, 3 of Table 2, and the researcher requested the respondents to indicate that whether the organization has a policy which guides in recruitment activities or not.

Accordingly, 101(51.5%) were agree, 34(17.3%) were strongly agree and 15(7.7%) neutral. Moreover, the mean is also confirmed ($M=3.60$, $SD=1.078$) and the organization has a policy which guides in recruitment activities at high level. From this, it can be concluded that the organization has a policy which guides in recruitment activities since it was rated at high rate.

In response to item 4, Table 2, the staffs are made aware of an existing vacancy or vacancies. Accordingly, 95(48.5%), 18(9.2%) and 55(28.1%) of employees of the enterprise agreed at disagree, neutral and agree respectively. However, out of the total value, the majority of the employees responded as agree neutral rate. This was also confirmed by the total mean of ($M=3.04$, $SD=1.158$) which was ranged at medium level of agreement. From this result, it can be conclude as the staffs were made aware of an existing vacancy or vacancies at medium rate.

As the data shown in Table 2, in item 5, focuses on the employees were involved in making decisions regarding employment or not. On this item, the employee agreed the rate of practice at disagree, strongly disagree, neutral, agree and strongly agree rate with 83(42.3%), 30(15.3%), 14(17.1%), 39(19.9%) and 30(15.3%) respectively. Moreover, the mean is also confirmed that low rate of practices that was ($M=2.77$, $SD=1.343$) about the employees are involved in making decisions regarding employment. This implies that the employees are involved in making decisions regarding employment with the standard found at moderate rate.

As the data shown in Table 2, in item 6, focuses on there was transparency in the short listing of job candidates or not. On this item, the employee agreed the rate of practice at disagree, strongly disagree and neutral, agree and strongly agree rate with 88(44.9%), 88(44.9%) and 8(4.1%) respectively. Moreover, the mean is also confirmed that low rate of practices that was ($M=1.75$, $SD=0.939$) about there was transparency in the short listing of job candidates. This implies that there was transparency in the short listing of job candidates was found at low rate.

As data in Table 2, item 7, employee agree or not that well in recruitment and selection practices of all divisional/departmental heads are involved in the selection process. Accordingly, 105(53.6%), 32(16.3%) and 18(9.2%) of respondents agreed as disagree, neutral and strongly disagree respectively. In general, the total mean value ($M=2.30$,

SD=0.958), the majority of the employees responded as the research center was not well in working to all divisional/departmental heads are involved in the selection process. Because the majority of respondents not accepted as well in working to all divisional/departmental heads are involved in the selection process by responding as disagree. From the response obtained one can conclude that all activities well done activities in working to all divisional/departmental heads are involved in the selection process that was not effective and found at low status.

As per Table 2, item 8, out of the total respondents of employees, 83(42.3%), 11(5.6%), 8(4.1%), 82(41.8%) and 12(6.1%) of respondents agreed as disagree, strongly disagree, neutral, agree and strongly agree respectively rated as agreed at moderate rate about working only candidates with the relevant skills are considered during the selection process. The mean is also confirmed that high rate that is ($M=3.00$, $SD=1.148$) and the center was working for only candidates with the relevant skills are considered during the selection process at moderate rate. According to the human resource managers' interview results, it was found that the research center now taking recruitment and selection very seriously and have set budgets for the process. Specifically, this study identified that the research center are now-a-day emphasizing on the recruitment of new entrants or experienced people with high academic qualifications such as bachelors and masters' degree holders. Therefore, from the data analysis that the researcher concluded that only candidates with the relevant skills are considered during the selection process since it was agreed at moderate rate.

In response to item, 9 of Table 2, and the researcher requested the respondents to indicate that whether the organization does not encourage the influence of external forces during the selection process or not. Accordingly, 96(49%) were agree, 43(21.9%) were strongly agree and 7(3.6%) neutral. Moreover, the mean is also confirmed ($M=3.64$, $SD=1.143$) and the organization does not encourage the influence of external forces during the selection process at high level. From this, it can be concluded that the organization does not encourage the influence of external forces during the selection process since it was rated at high rate.

In response to item 10, Table 2, the organization takes into consideration affirmative action during the recruitment and selection of staff. Accordingly, 93(47.4%), 36(18%), and

20(10.2%) of employees of the enterprise agreed at disagree, neutral and strongly disagree respectively. However, out of the total value, the majority of the employees responded as agree at low rate. This was also confirmed by the total mean of ($M=2.47$, $SD=0.987$) which was ranged at low level of agreement. From this result, it can be conclude as the organization takes into consideration affirmative action during the recruitment and selection of staff at low rate.

As the data shown in Table 2, in item 11, focuses on the organization acknowledges all application letters as a sign of seriousness on its part or not. On this item, the employee agreed the rate of practice at disagree, strongly disagree and agree with 72(36.7%), 34(17.3%) and 70(35.7%) respectively. Moreover, the mean is also confirmed that medium rate of practices that was ($M=2.72$, $SD=1.343$) about the organization acknowledges all application letters as a sign of seriousness on its part. This implies that the organization acknowledges all application letters as a sign of seriousness on its part with the standard found at moderate rate.

Thus, from the interview of both management teams and HR managers, it was found that recruitment strategies have a high influence on the organization's day-to-day activities. The improvements in performance was noted in terms of attaining new research finding on daily basis, profits, and solve the problem of the society.

In general, the human resource management practices in relation to recruitment and selection was moderate as aggregated mean of all items related to this and provided for respondents was ($M=2.92$, $SD=1.097$) which shows as it is practiced at moderate status.

4.3.2. Training and development practice

Table 3: Response on training and development practices

No.	Items	SDA		DA		N		A		SA		Mean	SD
		F	%	F	%	F	%	F	%	F	%		
1	Training and development offered is relevant to employees' jobs	39	19.9	114	58.2	15	7.7	22	11.2	6	3.1	2.19	.983
2	Training and development is aimed at improving organizational performance	42	21.4	70	35.7	1	0.5	58	29.6	25	12.8	2.76	1.405
3	Employees in each job will normally go through training and development programs	3	1.5	71	36.2	5	2.6	101	51.5	16	8.2	3.28	1.09075
4	Training and development programs are well planned and designed	24	12.2	97	49.5	15	7.7	48	24.5	12	6.1	2.46	1.158
5	All the employees are exposed to different kinds of training and development	8	4.1	75	38.3	16	8.2	79	40.3	18	9.2	3.12	1.143
6	There is training and development for	20	10.2	96	49	18	9.2	54	27.6	8	4.1	2.49	1.108
7	There is a training and development policy applicable to all employees	2	1	65	33.2	108	55.1	11	5.6	10	5.1	3.30	1.020
8	There are plans and budgets for training and development activities	45	23	61	31.1	67	34.2	9	4.6	14	7.1	2.31	1.335
9	The organization links training and development with the organizational business	0	0	89	45.4	6	3.1	77	39.3	24	12.2	3.18	1.141
10	The organization has a full-fledged Training and development department manned by	44	22.4	88	44.9	13	6.6	44	22.4	7	3.6	2.39	1.165
11	There is evaluation of result after training and development programs	4	2	81	41.3	14	7.1	72	36.7	25	12.8	3.16	1.162
Aggregated mean												2.78	1.155

Source: Researcher survey data, 2020

As the data shown in Table 3, in item 1, focuses on training and development offered was relevant to employees' jobs properly or not. On this item, the employee agreed the rate of practice at disagree, strongly disagree and neutral rate with 114(58.2%), 39(19.9%) and 15(7.7%) respectively. Moreover, the mean is also confirmed that low rate of practices that is ($M=2.19$, $SD=0.983$) about training and development offered was relevant to employees' jobs. The research center head also confirmed this and HRM director during interview showed that there was very low relevance with the job and the ability and interest of the trainees. The interview with HRM director also responded that;

“In fact Expert of this office participate in different decision making activities in relation to training, but their participation during implementation is very low in relation to giving training relevant to employees' job. This is because; experts were conducting the training only for decision made by the office to give it. Mostly trainings were given without considering skill, knowledge and attitude of the participants.”

This implies that the training and development offered was relevant to employees' jobs since it was found at low rate.

As data in Table 3, item 2 employees agree or not that training and development is aimed at improving organizational performance. Accordingly, 70(35.7%), 42(21.4%) and 58(29.6%) of respondents agreed as disagree, strongly disagree and agree respectively. Whereas, 25(12.5%) and 1(0.5%) of employees responded strongly agree and neutral respectively. In general, the total mean value ($M=2.76$, $SD=1.405$), the majority of the employees responded as training and development were aimed at improving organizational performance. Because from the total respondents, majority were not accepted, training and development were aimed at improving organizational performance by responding strongly disagree and agree. From the data analysis, result one can conclude that training and development was aimed at improving organizational performance which was not effective and needs improvement.

As per Table 3, item 3, out of the total respondents of employees, 101(51.5%) responded as they agree, 16(8.2%) as strongly agree and 71(36.2%) as disagree rate about employees in each job will normally go through training and development programs every year. The mean

also confirmed that moderate rate that is ($M=3.28$, $SD=1.090$) and employees in each job will normally go through training and development programs every year. Therefore, from the data analyzed the researcher concluded that in employees in each job will normally go through training and development programs every year to the required level since it agreed at moderate rate.

In response to item, 3 Table 2 and the researcher requested the respondents whether training and development programs were well planned and designed or not. About 24(12.2%) and 97(49.5%) of employees rated their agreement as strongly disagree and disagree level respectively. Whereas, out of the total respondents, 15(7.7%) responded as they agreed at moderate level, and the rest 48(24.5%) as agree about the item. Moreover, the mean is also confirmed that neutral that is ($M=2.46$, $SD=1.158$) and the training and development programs were not well planned and designed at low level. However, according to Human Resource Management expert in MARC, he emphasized that the training programs conducted in our organization are well planned and short-term courses last for half a day. Besides, the contents only focus on customers handling and agricultural researches. In supporting his idea, the team manager in the research center said that “the Ethiopian Institute of selected seed provides short term training courses under the different categories. He commended that “the Institute under the selected seed is great; however, what is most needed now is an institution, which offers long-term training to graduates by careful planning and designing.”

From this, it can be concluded that, training and development programs are well planned and designed at low rate.

In response to item 5, Table 3, the all the employees were exposed to different kinds of training and development. Accordingly, 75(38.3%) and 79(40.3%) of employees of the organization disagree and agree level respectively. Whereas, 18(9.2%), 16(8.2%) and 8(4.1%) of respondents responded strongly agree, neutral and strongly disagree respectively. This was also confirmed by the total mean of ($M=3.12$, $SD=1.143$) which was ranged at moderate level of agreement. Referring the interview conducted to senior managers of respective organization, it was found that they are engaging in training and development of most of their employees and have training budgets for the purpose. They also conduct periodic training needs analysis as the

main determinant of the training that is required for the employees. The purpose of formal needs assessment is to identify the training targets. This focus is critical for uncovering whether a training program was effective or ineffective due to characteristics of the program or factors outside the control of the training system. From this result, it can be concluded as all the employees were not exposed to different kinds of training and development to the needed status since it was rated at moderate rate.

As the data shown in Table 3, in item 6, focuses on there was training and development for problem- solving skills or not. On this item, the employee disagree, strongly disagree and neutral with 96(49%), 20(10.2%) and 18(39.2%) respectively. Moreover, the mean is also confirmed that low rate of practices that is ($M=2.49$, $SD=1.108$) about the training and development were problem- solving skills by the institution. This implies that the training and development were problem- solving skills found at low rate. According to Grossman and Salas (2011), training is an organized task of information, skills, and attitudes lead to enhancing performance in a particular situation. Hence, next step follows recruitment and selection is training and development of employees.

As data in Table 3, item 7 employees agree or not that there was a training and development policy applicable to all employees. Accordingly, 65(33.2%), 108(55.1%), and 11(5.6%) of respondents disagree, neutral and agree respectively. In general, the total mean value ($M=3.30$, $SD=1.020$), the majority of the employees responded as there was a training and development policy applicable to all employees at moderate. It was found that senior managers deeply believed that the employees in the research center are happy with the training offered by the organization itself and/or in collaboration with other organization; and have noted improvement in their individual as well as organization's performance. Our worker were found to offer training on customer care, time management, team work, work life balance among other areas. From interview, it was also found that training and development led to increased skill among some employees which in turn led to improved quality of service to customers and reduced complains. The efficiency and effectiveness of operations of different researchers were also found to have increased after training. From the responses, one can conclude that there was a training and development policy applicable to all employees which were not effective.

As per Table 3, item 8, out of the total respondents of employees, 67(34.2%) responded as they agree at neutral, 61(31.1%) disagree and 45(23%) as agreed about there were plans and budgets for training and development activities. The mean is also confirmed that ($M=2.31$, $SD=1.335$) the plans and budgets for training and development activities was found at low rate. Therefore, from the data the researcher concluded that the plans and budgets for training and development activities to the needed level since it was agreed at low rate, as the study participants perceived it.

In response to item 9 Table 3 and the researcher requested the respondents whether the organization links training and development with the organizational business strategy or not. 89(45.4%), 77(39.3%), 24(12.2%) and 6(3.1%) of employees rated their agreement as disagree, agree, strongly agree respectively. Moreover, the mean is also confirmed that medium rate that is ($M=3.18$, $SD=1.141$) and the organization links training and development with the organizational business strategy at moderate level. From this, it can be conclude that, the organization links training and development with the organizational business strategy at moderate rate.

As data in Table 3, item 10 employees agree or not that the organization has a full-fledged training and development department manned by competent professionals. Accordingly, 44(22.4%), 88(44.9%), 13(6.6%) and 44(22.4%) of respondents strongly disagree, disagree, neutral and agree respectively. In general, the total mean value ($M=2.39$, $SD=1.165$), the majority of the employees responded as the organization has no a full-fledged training and development department manned by competent professionals. Because, out of the total value, the majority of the employees responded as, strongly disagree and disagree. From the responses, one can conclude that the organization has a full-fledged training and development department manned by competent professionals which was not effective.

In response to item 11, Table 3, the institution there was evaluation of result after training and development programs. Accordingly, 81(41.3%), 72(36.7%) and 25(12.8%) of employees of the organization disagree, agree and strongly agree level respectively. This was also confirmed by the total mean of ($M=3.16$, $SD=1.162$) which was ranged at medium level of agreement.

The response from the interview respondents mentioned as they have both soft copy and hard copy of trainings given in different levels on different topics. However, not all of them are sure that they use it for evaluation. From this result, it can be conclude that the organization did not evaluate its training and development program at the required standard since it rated at medium rate of practices in evaluation of training.

In general, the human resource management practices in relation to training and development was moderate as aggregated mean of all items related to this and provided for respondents was (M=2.78, SD=1.155 which shows as it is practiced at moderate status.

4.3.3. Performance appraisal practice

Table 4: Response on performance appraisal practices

No.	Items	SDA		DA		N		A		SA		Mean	SD
		F	%	F	%	F	%	F	%	F	%		
1	Performance appraisal is fair in this organization	56	28.6	61	31.1	27	13.8	44	22.4	8	4.1	2.42	1.231
2	There is a formal and written performance appraisal system	3	1.5	11	5.6	8	4.1	107	54.6	67	34.2	4.14	.853
3	I am informed of how my performance evaluation is done	4	2	38	19.4	26	13.3	90	45.9	38	19.4	3.61	1.068
4	Performance of employees is measured on the basis of objective quantifiable results	9	4.6	111	56.6	15	7.7	53	27	8	4.1	2.49	1.046
5	The objectives of the appraisal system are clear to employees	18	9.2	62	31.6	36	18.4	72	36.7	8	4.1	2.76	1.238
6	Appraisal system has a strong impact on individual and team performance	2	1	22	11.2	88	44.9	82	41.8	2	1	3.17	1.154
7	Appraisal system helps me to grow and develop my career	27	13.8	74	37.8	18	9.2	64	32.7	13	6.6	2.80	1.220
8	Employees are provided with performance based feedback and counseling	26	13.3	103	52.6	25	12.8	39	19.9	3	1.5	2.43	1.003
9	I feel performance appraisal is just a formality in this organization	7	3.6	41	20.9	17	8.7	86	43.9	45	23	3.61	1.155
Aggregated mean												3.04	1.107

Source: Researcher survey data, 2020

As the data shown in Table 4, in item 1, focuses on performance appraisal was fair in this organization or not. On this item, the employee agreed the rate of practice at disagree, strongly disagree and neutral rate with 61(31.1%), 56(28.6%) and 27(13.8%) respectively. Moreover, the mean is also confirmed that low rate of practices that is ($M=2.42$, $SD=1.231$) about the fairness of performance appraisal in the organization. By supporting the above idea one participant of the interview said that, *“The respondents said that we always carry out performance appraisals in our organization. But it lacks fairness by the name of favors and nepotism. There are appraised during promotion and salary adjustment. I think performance appraisals are very useful and important to employees and the organization.”* This implies that the performance appraisal was not fair in this organization was found at low rate.

As data in Table 4, item 2 employees agree or not that there was a formal and written performance appraisal system. Accordingly, 107(54.6%), 67(34.2%) and 8(4.1) of respondents agreed as agree, strongly agree and neutral respectively. In general, the total mean value ($M=4.14$, $SD=0.853$), the majority of the employees responded as they accepted highly that there was a formal and written performance appraisal system. The HR policy manuals of MARC specify that ‘performance feedback, where the manager and employee set aside time for a performance discussion, should occur at six month intervals as a minimum.’ The applicability of the performance management and training and development procedures to supervisory, higher researchers and administrative staffs is articulated clearly. While internal documentation makes implemented in respect of managers and higher-level staff but it has to be based upon its effective implementation. From the responses obtained and discussions results, one can conclude that there was a formal and written performance appraisal system which was practiced at high level.

As per Table 4, item 3, out of the total respondents of employees, 4(2%) strongly disagree, 38(19.4%) disagree, 26(13.3%) neutral, 90(45.9%) as agree and 38(19.4%) rate strongly disagree about employees were informed of how their performance evaluation was done. The mean is also confirmed that high rate that is ($M=3.61$, $SD=1.068$) with regards about practice of employees informed of how their performance evaluation was done. So that, from the data the researcher concluded that in Melkassa Agriculture research center, a practice of

employees were informed of how their performance evaluation was done well since it was agreed at high rate.

In response to item 4 Table 4, the researcher requested the respondents whether performance of employees was measured on the basis of objective quantifiable results or not. 111(56.6%), 15(7.7%) and 9(4.6%) of employees rated their agreement level as disagree, neutral, and strongly disagree respectively. Moreover, the mean is also confirmed that low rate that is ($M=2.49$, $SD=1.046$). From this, it can be concluded that, the research center has measured the performance of employees on the basis of objective quantifiable results at low rate.

In response to item 5, Table 4, was about how much the objectives of the appraisal system are clear to employees or not. Accordingly, 62(31.6%), 36(18.4%) and 72(36.7%) of employees were showed there level of agreement at disagree, neutral and agree respectively. Nevertheless, out of the total value, the majority of the employees responded as moderate rate. This was also confirmed by the total mean of ($M=2.76$, $SD=1.238$) which was ranged at level of agreement. From this results it is conclude as the objectives of the appraisal system were clear to employees since it was rated at medium rate of problem.

As the data shown in Table 4, in item 6, focuses on appraisal system has a strong impact on individual and team performance or not. On this item, the employee agreed the rate of practice at neutral, agree rate, disagree and strongly agree with 88(44.9%), 82(41.8%) and 22(11.2%) respectively. Moreover, the mean is also confirmed that moderate rate of practices that is ($M=3.17$, $SD=1.154$). As the information gathered through interview and as per review of relevant reports pertaining performance appraisal in the sector they have used methods like: BSC (Balanced Scorecard) and ROPA (Result Oriented Performance Appraisal) and attempts have been made to assess the scientific nature of the process and its implications on the performance and behavior of the employees. In effect, it was expected to improve the performance; however, the working environment is not conducive as the findings revealed from the respondents. This implies that appraisal system had a strong impact on individual and team performance at medium rate. Armstrong (2009) views performance appraisal as a process, which is systematic and dedicated to improving both the

organization and the individuals in the organization. Within the process, a framework establishes goals and performance standards requirements.

As per Table 4, item 7, out of the total respondents of employees, 74(37.8%) responded as they agree at disagree rate, 64(32.7%) as neutral and 27(13.8%) as strongly disagree as agree rate about appraisal system helped employees to grow and develop their careers. The mean is also confirmed that low rate that is ($M=2.47$, $SD=1.220$) for appraisal system helps employees to grow and develop their careers. Therefore, from the data the researcher concluded that in appraisal system helps employees to grow and develop their careers since it was agreed at low rate.

As per Table 4, item 8, out of the total respondents of employees, 103(52.6%) responded as they agree at disagree rate, 26(13.3%) as strongly disagree as and 25(12.8%) agree rate about employees were provided with performance based feedback and counseling. The mean is also confirmed that low rate that is ($M=2.43$, $SD=1.003$) for employees are provided with performance based feedback and counseling. Therefore, from the data the researcher concluded that in appraisal system of Melkassa Agriculture research center did provide employees with performance based feedback and counseling since it was agreed at low rate.

In response to item 9, Table 4 the researcher requested the respondents employees feel performance appraisal was just a formality in this organization or not. 86(43.9%), 43(23%), 17(8.7%) and 41(20.9%) of employees rated their agreement as agree, strongly agree, neutral and disagree level respectively. Moreover, the mean is also confirmed that high rate that is ($M=3.61$, $SD=1.155$).

The participant of interview mentioned that *“Performance appraisal system is implemented well in center, as per the rules and regulations of the organization; the performance of the higher officer is evaluated once annually, whereas the performance appraisal of workers are evaluated twice per year that means at the end of December and June for formality.”* From this, it can be concluding that, employees feel performance appraisal was just a formality in this organization was accepted at high rate.

In general, the human resource management practices in relation to performance appraisal was moderate as aggregated mean of all items related to this and provided for respondents was (M=3.04, SD=1.107) which shows as it is practiced at moderate status.

4.3.4. Compensation practice

Table 5: Response on compensation practices

No.	Items	SDA		DA		N		A		SA		Mean	SD
		F	%	F	%	F	%	F	%	F	%		
1	Incentive pay is linked to job performance for all employees	85	43.4	74	37.8	15	7.7	17	8.7	5	2.6	1.89	1.039
2	The organization provides managerial staff a flexible compensation structure but not a standardized one	103	52.6	67	34.2	7	3.6	14	7.1	5	2.6	1.72	1.004
3	There is a great discrepancy in incentive pay between the high and low performers for the same	89	45.4	57	29.1	12	6.1	27	13.8	11	5.6	2.05	1.255
4	The incentive pay of middle- to high-level managerial staff is linked to the organization's	69	35.2	50	25.5	8	4.1	57	29.1	12	6.1	2.45	1.382
5	Salary and other benefits are comparable to what is generally obtainable in the industry	67	34.2	4	2	25	12.8	82	41.8	18	9.2	2.79	1.499
6	There is a clear explanation of remuneration policy	63	32.1	75	38.3	23	11.7	31	15.8	4	2	2.17	1.109
7	There are individual based performance incentives	63	32.1	78	39.8	21	10.7	33	16.8	1	0.5	2.13	1.065
8	There are group based performance incentives	70	35.7	78	39.8	19	9.7	27	13.8	2	1	2.04	1.049
9	There is skill based pay element in our pay package	105	53.6	63	32.1	10	5.1	12	6.1	6	3.1	1.72	1.019
Aggregated Mean												2.10	1.157

Source: Researcher survey data, 2020

Item 1 of table 5 were intended to ask whether the organization's incentive pay was linked to job performance for all employees was practiced well or not. On this item, the employee agreed the rate of practice at strongly disagree, disagree and neutral with 85(43.4%), 74(37.8%) and 15(7.7%) respectively. The mean value showed that it was ($M=1.89$, $SD=1.039$) also confirmed that as the organization's incentive pay was linked to job performance for all employees was practiced at low rate. So from this it is possible to summarize that the organization did not link incentive pay to job performance for all employees which was found at low status since it was agreed at low rate.

Table 5, item 2 indicated that the respondents stated their view on the organization provides managerial staff a flexible compensation structure but not a standardized one. On this item, the employee agreed the rate of practice at strongly disagree, disagree and neutral with 103(52.6%), 67(34.2%) and 14(7.1%) respectively. The mean showed that low rate that is ($M=1.72$, $SD=1.004$) and it confirmed that organization provides managerial staff a flexible compensation structure but not a standardized one were found at low level. Based on this it is concluded as HRM practice in relation to compensation is organization provides managerial staff a flexible compensation structure but not a standardized one was found at low rate.

Item 3 of table 5 were intended to ask there is a great discrepancy in incentive pay between the high and low performers for the same job were practiced well or not. On this item, the employee agreed the rate of practice at strongly disagree, disagree, agree and neutral with 89(45.4%), 57(29.1%), 27(13.8%) and 12(6.1%) respectively. The mean value was ($M=2.05$, $SD=1.255$) also confirmed that as the discrepancy in incentive pay between the high and low performers for the same job was practiced at low rate. So from this it is possible to summarize that there was no great discrepancy in incentive pay between the high and low performers for the same job which was found at low status since it was agreed at low rate.

Table 5, item 4 revealed that the respondents stated their view on the idea of this organization incentive pay of middle- to high-level managerial staff is linked to the organization's performance. On this item, the employee agreed the rate of practice at strongly disagree, disagree, agree and neutral with 69(35.2%), 50(25.5%), 57(29.1%) and 8(4.1%) respectively. The mean showed that high rate that is ($M=2.45$, $SD=1.382$) and it was confirmed that this

organization's incentive pay of middle- to high-level managerial staff is linked to the organization's performance was found at low level. Based on this it is concluded as HRM practice in relation to this organization's incentive pay of middle- to high-level managerial staff is linked to the organization's performance was found at low level.

Table 5, item 5 indicated that the respondents stated their view on salary and other benefits are comparable to what is generally obtainable in the other organizations. On this item, the employee agreed the rate of practice at neutral, agree and strongly agree with 25(12.8%), 82(41.8%) and 18(9.2%) respectively. The mean showed that moderate rate that is ($M=2.79$, $SD=1.499$) and it confirmed that salary and other benefits are comparable to what is generally obtainable in the other organization were found at moderate level. Based on this it is concluded salary and other benefits are comparable to what was generally obtainable in the other organizations since it was rated at medium rate.

Item 6 of table 5 were intended to ask whether there was a clear explanation of remuneration policy and its implementation in this organization or not. On this item, the employee agreed the rate of practice at strongly disagree, disagree, agree and neutral with 75(38.3%), 63(32.1%), 31(15.8%) and 23(11.7%) respectively. The mean value was ($M=2.17$, $SD=1.109$) also confirmed that as there was a clear explanation of remuneration policy and its implementation in this organization was accepted at low rate. So from this it is possible to summarize that there was a clear explanation of remuneration policy and its implementation in this organization which was found at low status since it was accepted at low rate.

Table 5, item 7 revealed that the respondents stated their view on the idea of there is individual based performance incentives in the organization. On this item, the employees agreed the rate of practice at disagree, strongly disagree and neutral with 78(39.8%), 63(32.1%) and 21(10.7%) respectively. The mean showed that low rate that is ($M=2.13$, $SD=1.065$) and it was low confirmed there was poor individual based performance incentives in the organization. Based on this it is concluded as individual based performance incentives was accepted at low rate.

Item 8 of table 5 were intended to ask whether there were group based performance incentives to achieve organization's objectives or not. On this item, the employee agreed the rate of practice at disagree, strongly disagree and neutral with 78(39.8%), 70(35.7%) and 19(9.7%)

respectively. The mean value was ($M=2.04$, $SD=1.049$) also confirmed the practice of group based performance incentives to achieve organization's objectives was found at low rate. So from this it is possible to summarize that group based performance incentives to achieve organization's objectives which was found at low status since it was agreed at low rate.

Item 9 of table 5 were intended to ask whether there was skill based pay element in our pay package in this organization or not. On this item, the employee agreed the rate of practice at strongly disagree, disagree, agree and neutral with 105(53.6%), 63(32.1%), 12(6.1%) and 10(5.1%) respectively. The mean value was ($M=1.72$, $SD=1.019$) also confirmed that as there was skill based pay element in our pay package in this organization was accepted at low rate. So from this it is possible to summarize that there was skill based pay element in our pay package in this organization which was found at low status since it was accepted at low rate.

In general, the human resource management practices in relation to compensation was low as aggregated mean of all items related to this and provided for respondents was ($M=2.10$, $SD=1.157$) which shows as it is practiced at low status.

4.4. Organizational Performance Practice

Table 6: Response on organizational performance practices

No.	Items	SDA		DA		N		A		SA		Mean	SD
		F	%	F	%	F	%	F	%	F	%		
1	The organization achieves its annual objectives	14	7.1	112	57.1	24	12.2	36	18.4	10	5.1	2.57	1.032
2	The organizational objectives are in line with the organization's mission	3	1.5	35	17.9	21	10.7	134	68.4	3	1.5	3.50	.856
3	The organization supports innovation.	9	4.6	77	39.3	2	1	97	49.5	11	5.6	3.12	1.134
4	Members of staff are fully utilized to meet organization's goals.	14	7.1	120	61.2	31	15.8	24	12.2	7	3.6	2.43	.923
5	The organizations always achieve its objective within the set time frame	7	3.6	68	34.7	28	14.3	89	45.4	4	2	3.07	1.012
6	The organization aggressively introduces new products	20	10.2	84	42.9	9	4.6	75	38.3	8	4.1	2.83	1.166
7	Continuously assesses customer satisfaction	20	10.2	127	64.8	9	4.6	31	15.8	9	4.6	2.39	1.020
8	High quality administrative systems are in place to support service delivery.	24	12.2	114	58.2	24	12.2	31	15.8	3	1.5	2.36	.942
9	The organization responds to customers complain in a timely manner	20	10.2	115	58.7	11	5.6	39	19.9	11	5.6	2.25	1.092
10	The organization makes optimal use of its financial resources	6	3.1	79	40.3	8	4.1	81	41.3	22	11.2	3.17	1.168
11	The organization compares progress made in the organization from time to time.	4	2	80	40.8	4	2	69	35.2	39	19.9	3.30	1.247
12	The organization delivers its services/products promptly without any delay.	21	10.7	116	59.2	22	11.2	32	16.3	5	2.6	2.40	.969
13	The organization controls overhead costs.	14	7.1	6	3.1	99	50.5	63	32.1	14	7.1	2.81	1.170
Aggregated mean												2.78	1.058

Source: Researcher survey data, 2020

As the data shown in Table 6, in item 1, focuses on the organization achieves its annual objectives or not. On this item, the employee agreed the rate of practice at disagree, neutral, agree, strongly disagree and strongly agree rate with 112(57.1%), 24(12.2%), 36(18.4%), 14(7.1%) and 10(5.1%) respectively. Moreover, the mean is also confirmed that moderate rate of practices that is ($M=2.57$, $SD=1.032$) about the organization achieves its annual objectives. This implies that the organization achieves its annual objectives was found at medium rate. Thus, HRM practices is vital for successful implementation of HR policies effectively and efficiently to achieve the organizational goals (Mathis and Jackson, 2008).

As data in Table 6, item 2 employees agree or not that the organizational objectives are in line with the organization's mission in this organization. Accordingly, 134(68.4%), 21(10.7%), 35(17.9%) and 3(1.5%) of respondents agreed, neutral, disagree and strongly disagree respectively. In general, the total mean value ($M=3.50$, $SD= 0.856$), the majority of the employees responded as the organizational objectives were in line with the organization's mission was found at high rate. From the data analysis result, one can conclude that the organizational objectives are in line with the organization's mission since it was found at high rate.

As per Table 6, item 3, out of the total respondents of employees, 97(49.5%), 77(39.3%), 11(5.6%) and 9(4.6%) neutral, disagree, strongly agree and strongly disagree rate respectively. The mean is also confirmed that medium rate that is ($M=3.21$, $SD=1.134$) and the organization supports innovation. Therefore, from the data the researcher concluded that in Melkassa agricultural research center employees agreed moderately as the organization supports innovation was agreed at medium rate.

In response to item 4 Table 6, and the researcher requested the respondents whether members of staff are fully utilized to meet organization's goals or not. 120(61.2%), 31(15.8%) and 14(7.1%) of employees rated their agreement as disagree, neutral and strongly disagree level respectively. Moreover, the mean is also confirmed that low rate that is ($M=2.43$, $SD=0.923$) and members of staff are fully utilized to meet organization's goals at low level. From this, it can be concluded that, members of staff are fully utilized to meet organization's goals in their job at low rate.

As the data shown in Table 6, in item 5, focuses on the organizations always achieved its objective within the set time frame or not. On this item, the employee agreed the rate of practice at agree, disagree, neutral, and strongly disagree rate with 89(45.4%), 68(34.7%), 28(14.3%) and 7(3.6%) respectively. Moreover, the mean is also confirmed that moderate rate of practices that is ($M=3.07$, $SD=1.012$) about the organizations always achieved its objective within the set time frame. This implies that the organizations achieved its objective within the set time frame at medium rate.

As data in Table 6, item 6 was about the organization aggressively introduces new products. Accordingly, 84(42.9%) and 20(10.2%) of respondents agreed as disagree and strongly disagree respectively. Whereas, 75(38.3%), 9(4.6%) and 8(4.1%) of employees responded agree, neutral and strongly agree respectively. In general, the total mean value ($M=2.83$, $SD =1.166$), the majority of employee agreed that the organization aggressively introduces new products at moderate. From the responses, one can conclude that the organization aggressively introduces new products was not effective since it was found at medium rate.

As per Table 6, item 7, out of the total respondents of employees, 127(64.8%) responded as they agree at disagree rate, 20(10.2%) as strongly disagree, 31(15.8%) agree, 9(4.8%) neutral and 7(7.7%) strongly agree rate about continuously assesses customer satisfaction. The mean is also confirmed that low rate that is ($M=2.36$, $SD=0.942$) and continuously assesses customer satisfaction was not effective. Consequently, from the data analysis the researcher concluded that in this research center did not continuously assess customer satisfaction to the needed level since it was agreed at low rate.

In response to item, 8 Table 6 the researcher requested the respondents whether high quality administrative systems are in place to support service delivery or not. 114 (58.2%) and 24(12.2%) of employees rated their agreement as disagree and strongly disagree level respectively. Whereas, out of the total respondents, 24(12.2%) neutral, 31(15.8%) agree and the rest 3(1.5%) as strongly agree. Moreover, the mean is also confirmed that low rate that is ($M=2.36$, $SD=0.942$) and high quality administrative systems are in place to support service delivery were found low level.

As the data shown in Table 6, in item 9, focuses on the organization responds to customers complain in a timely manner or not. On this item, the employee agreed the rate of practice at disagree, strongly disagree, agree, neutral and strongly agree rate with 20(10.2%), 115(58.7%), 39(19.9%), 11(5.6%) and 11(5.6%) respectively. Moreover, the mean is also confirmed that low rate of practices that is ($M=2.25$, $SD=1.092$) about the organization responds to customers complain in a timely manner. This implies that the organization did not respond to customers complain in a timely manner since it was found at low rate.

As data in Table 6, item 10 was about the organization makes optimal use of its financial resources. Accordingly, 81(41.3%) and 22(11.2%) of respondents agreed as agree and strongly agree respectively. Whereas, 79(40.3%), employees responded disagree. In general, the total mean value ($M=3.17$, $SD=1.168$), the majority of employee agreed moderately that the organization makes optimal use of its financial resources. From the responses obtained by the researcher, one can conclude that the organization makes optimal use of its financial resources was not effective since it was found at moderate rate.

As per Table 6, item 11, out of the total respondents of employees, 80(40.8%) responded as they agree at disagree rate, 69(35.2%) as agree rate and 39(19.9%) agree and 4(2%) strongly disagree rate about the organization compares progress made in the organization from time to time. The mean is also confirmed that moderate rate that is ($M=3.30$, $SD=0.642$). Therefore, from the data the researcher concluded that in the organization did not compare progress made in the organization from time to time effectively since it was rated at medium rate.

In response to item 12, Table 6 and the researcher requested the respondents whether the organization delivers its services/products promptly without any delay or not. 116(59.2%) and 21(10.7%) of employees rated their agreement as disagree and strongly disagree level respectively. Moreover, the mean is also confirmed that neutral rate that is ($M=2.40$, $SD=0.969$) and the organization delivers its services/products promptly without any delay at low level. From this, one concluded that the organization delivers its services/products promptly without any delay at low rate.

As the data shown in Table 6, in item 13, focuses on the organization controls overhead costs or not. On this item, the employee agreed the rate of practice at neutral, agree and strongly

agree rate with 99(50.5%), 63(32.1%) and 14(7.1%) respectively. Moreover, the mean is also confirmed that medium rate of practices that is ($M=2.81$, $SD=1.170$) about the organization controls overhead costs. This implies that the organization did not control overhead costs since it was found at medium rate.

The organizational practices of MARC was moderate as aggregated mean of all items related to this and provided for respondents was ($M=2.178$, $SD=1.056$) which shows as it is practiced at moderate status.

4.5. Pearson Correlation Analysis between HRM Practices and Organizational Performances

Correlation Analysis is to show the strength of the association between the variables involved. Inter-correlations coefficients (r) were calculated by using the Pearson's Product Moment Alwadaei (2010). Field (2006) also state that the output of correlation matrix can be the correlation coefficient that lies between -1 and +1 within this framework, a correlation coefficient of +1 indicates a perfect positive relationship, and a correlation coefficient of -1 indicates a perfect negative relationship; whereas a coefficient of 0 indicates no liner relationship. The strength of association with positive with small (0.1 to 0.29), medium (0.3 to 0.49) and large (0.5 to 1.0).

Based on the results of the correlation test shown in (Table 7), the result of the analysis shows there was strong and significant positive relationship between human resource management and organizational performance.

Therefore, to show the correlation between the two variables: recruitment and selection practices and organizational performance Pearson correlation coefficient was used. Melkassa Agriculture research center has strong and positive significantly relationship with organizational performance, which is confirmed with correlation value of ($n=196$ $r= .695$, $p<0.01$). The study evidenced that there is positive significance relationship recruitment and selection practices and organizational performance in the Melkassa Agriculture research center. The correlation between variable was direct which means as recruitment and selection practices increases organizational performance will increase.

The above correlation matrix table (7) illustrates that there is a significant the relationship between employee's participation in training and development practices and organizational performance (n=196, r= 0.725, p<0.01). The correlation coefficient value that shows training and development practices and organizational performance correlated in strong relationship. As it is indicated on the above table (7), there is positive significant relationship between training and development practices and organizational performance. This implies that as organization worked on training and development is increase as a result with organizational performance are productive. The appropriate training program for both academicians and support staff is helpful for the universities to organize the employees efficiently which help the universities to continue to improve the skills of employees (Qureshi, Franceschini, & Lastras-Montano, 2010).

Table 7: Correlation between HRM practices and Organizational Performances

		Recruitm ent and selection	Training and Development	Performanc e appraisal	Compens ation	Organization al performance
Recruitment & selection	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
	N	196				
Training & Developme nt	Pearson	.776**	1			
	Correlation					
	Sig. (2-tailed)	.000				
	N	196	196			
Performanc e appraisal	Pearson	.455**	.511**	1		
	Correlation					
	Sig. (2-tailed)	.000	.000			
	N	196	196	196		
Compensati on	Pearson	.457**	.444**	.169*	1	
	Correlation					
	Sig. (2-tailed)	.000	.000	.018		
	N	196	196	196	196	
Organizatio nal performance	Pearson	.695**	.725**	.446**	.377**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	196	196	196	196	196
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

As shown in (table 7) the study found that there was positive significant relationship between relationship between performance appraisal and organizational performance. This is confirmed with correlation coefficient value ($n=196$, $r= 0.466$, $p<0.01$). The magnitude of the correlation is moderate positive relationship and statistical significantly. This means an increase in existing practice activities will bring an increment in organizational performance.

As seen in (Table, 7), the relationship between compensation and organizational performance was tested, the result shows, moderate and positive significant relationship was obtained between compensation (pay) and rewards and organizational performance of MARC ($n=196$, $r= 0.377$, $p<0.01$). From this, it can infer that there is moderate and positive significant relationship between compensation and organizational performance, $p\leq.001$. This means an increase in existing compensation practice within the research center will bring an increment in organizational performance. Compensation and the job definition both practices have the significant positive effect on the job satisfaction (Syed, Yan, 2012). Since HRM practices have a significant impact on organizational performance, managers need to implement them in an integrated and coherent manner (Chen, 2009).

4.6. Regression Result

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.575	.566	.30355
a. Predictors: (Constant), Compensation , Performance appraisal , Recruitment and selection, Training and Development				

Table 8 indicated that the correlation coefficient was ($R=.758$), which indicate a positive relation between independent variables and dependent variable, in addition value of Coefficient of Determination (R^2) is (0.575) which indicate that (57.5%) of variance in organizational performance may be intercepted through human resources management practices like compensation , performance appraisal , recruitment and selection and training and development. Nevertheless, the remaining 42.5 % variations of organizational performance in the research center surveyed was explained by other variables not considered in this research.

Table 9: Anova result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.803	4	5.951	64.582	.000
	Residual	17.599	191	.092		
	Total	41.402	195			
a. Dependent Variable: Organizational performance						
b. Predictors: (Constant), Compensation , Performance appraisal , Recruitment and selection, Training and Development						

From the ANOVA results in Table 9 , the four human resource practices which were considered as predictor variables in the study: performance appraisal, compensation, recruitment and selection practices, training and development practices, collectively explained 23.803 of the total 41.402 variability in the outcome or dependent variable (organizational), representing 57.25% of the entire variability.

Table 10 also indicated that F calculated value =64.582 and Sig value is (0.000) which is less than ($\alpha \leq .05$). So there is an impact of human resources management practices on organizational performance. Not with standing this hitch, the f-statistic or the p-value of 0.000 shown in Table 9 affirms that the four specified human resource practices collectively have significant influence on organizational (dependent variable). However, these results suggest that there exist more predictor variables which might have explained the chunk variability in the outcome that were not included in the regressions. By supporting this, Guest (2011) defined appraisal as a bundle of HRM practices that influence organizational performance.

Table 10: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.060	.156		6.793	.000
	Recruitment and selection	.446	.061	.511	4.047	.000
	Training and Development	.460	.048	.630	5.427	.000
	Performance appraisal	.171	.049	.180	2.434	.003
	Compensation	.426	.047	.530	4.003	.000
a. Dependent Variable: Organizational performance						

As shown in table 10, the recruitment and selection has positive significant effects on organizational performance ($t=4.047$, $p=.000$) where $p<0.05$. This implies that training and development practices given in the enterprises would have significant contribution on organizational performance. From the regression result, one can infer that recruitment and selection practices in the enterprise were organizational performance; on the other hand the designed recruitment and selection were effective to change the organizational performance. This is practically implies that organizational performance at Melkassa Agriculture research center improves with better recruitment and selection that has positive significant effects on organizational performance. The hypothesis recruitment and selection has positive and significant effect in organizational performance was accepted.

As seen from (Table 10), the regressions analysis shows that contribution of training and development of human resource management practice has positively significantly contribution in predictions of organizational performance, which confirmed with ($t =5.427$, $P<0.05$), which is significant at 1%. From the regression, analysis it can be conclude that better training and development within the organizations has induces organizational performance. This implies to improve organizational performance of Melkassa Agriculture research center it would expect to improve with better training and development. Training variable has the significant positive effect on the job satisfaction and organizational performance (Amin, Ismail, 2014). The

hypothesis training and development has positive and significant effect in organizational performance was accepted.

Based on regression result shown in table 10, the effect of performance appraisal on organizational performance, the result of regression shows that performance appraisal has positively significant contribution in prediction to organizational performance in organization being surveyed in MARC, which is confirmed with ($t=2.434$, $p=.003$, at significant level of ($P<0.01$). Thus, from the multiple regressions result it can be infer that performance appraisal would have a significant influence on organizational performance in the selected organization. This is practically implies that as performance appraisal of human resource management practice increased in the organization performance appraisal will increased. The hypothesis compensation has positive and significant effect in organizational performance was accepted.

The study would also sought to test the effect of human resource management practices selected in the study model compensation on organizational performance based regression in best combination four human resource management practices ,shown in the table 10, compensation has a positive significant effect on organizational performance is significant ($t=4.003$, $P=0.000$) where $p<0.01$). From the regressions analysis one can infer that compensational has a positive effect on organizational performance. The regression revealed that as compensation practice careful designed and applied within the organizational performance has been improved. According to Dubrin (2008), maintaining and establishing an effective compensation system is an important function for the organization. Hence, linking employees' performance with compensation system leads to an overall firm's performance. Therefore, workers should be offered rewards, incentives, and social benefits in order to motivate them to better performance. The hypothesis performance appraisal has positive and significant effect in organizational performance was accepted

Based on the regression result shown in table 10, the study sought compares the relative contribution of each element in the independent variables in explaining the dependent variable by taking the beta value under the unstandardized coefficients. The higher the beta value, the strongest its contribution becomes. Accordingly, training and development ($Beta=0.460$) makes the strongest unique contribution to explaining the dependent variable(organizational performance) in which the results revealed that, a one unit increase or positive change in training and development would lead to a 0.630 unit increase the level of organizational

performance. The second recruitment and selection ($B=0.446$), the third is compensation ($B=0.426$), and the fourth is performance appraisal ($B=0.171$).

When we see the statistical significance of each variable from the regression coefficients, training and development ($\text{Sig.} = 0.000$) have a statistically significant contribution ($\text{Sig.} < .01$) for the prediction of the dependent variable while performance appraisal (significant $p=0.003$, where $p < 0.05$), compensation ($\text{Sig.} = 0.000$) and training and development ($\text{Sig.} = 0.000$).

Finally, from the multiple regressions analysis the study concluded that the human resource management practices in Melkassa Agriculture research center recruitment and selection, training and development and compensation have positive significant contribution to organizational performance, whereas performance appraisal has positive insignificant contribution to organizational performance. On the other hand, the beta value of unstandardized regressions coefficient revealed that the training and development is the highest contribution in improving organizational performance, whereas performance appraisal is the lowest contributor to organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The main purpose of this study was to assess the effect of human resource management practice on organizational performance: The case of Melkassa Agriculture Research Center. The chapter deals with the summary, conclusions, recommendations and areas for further study.

5.1. Summary of Major Findings

The main objective of this study was to assess the effect of human resource management practice on organizational performance: The case of Melkassa Agriculture Research Center. To this end, the study adopted descriptive and explanatory research designs to answer the study objectives.

So as to find answer to these questions, the following procedural steps were undertaken: searching related resources to frame background of the study, formulating basic question, developing instrument for data collection, selecting methods of identification of respondents, complete analysis of the study and finally writing report.

The sample size of the study was 212 employees and managers currently working in the institutions. From the total distributed questionnaires 196 questionnaires were correctly filled and returned could be used for valid analysis. The researcher used availability-sampling technique for selecting number of research heads and experts of different directors were selecting by simple random sampling. The office head managers and HRD directorate director were purposively selected for interview. Besides, to achieve the very objectives of the study, the data for the study was collected with self-administered standard questionnaire and interview. The questionnaire was piloted before it was distributed to the sample subject of the study. The collected data were analyzed using descriptive different mean scores, standard deviation, regression, correlation, frequency and percentage. Based on the analysis of the data, the following findings are drawn.

The first objective was about the practices of human resource management was not satisfactory in the Melkassa Agriculture Research Center. Regarding to the recruitment and selection practice the study found that the employees were not involved in making decisions regarding employment; there was transparency in the short listing of job candidates and all divisional/departmental heads were involved in the selection process. These points showed that the practice was not effective and found at low status. However, there are activities with better performances. Some of the major human resource management practice sub-scale training and development was not satisfactory to the expected level this supported the training provided in the organization being surveyed poorly practices. As the survey result indicated; training and development offered were not relevant to employees' jobs; were not well planned and designed; were not for problem- solving; there was not plans and budgets for training and development activities and the organization had not a full-fledged training and development department manned by competent personnel. Because of these, the training provided were not the expected level in improving their organizational performance in the organization. The overall performance appraisal was found at moderate level. Never the less, performance appraisal was not fair in this organization; performance of employees was not measured on the basis of objective quantifiable results and employees were provided with performance based feedback and counseling. In relation to compensation the following practices were identified as poorly practiced as incentive pay linked to job performance for all employees; compensation structure not a standardized one; there was no a clear explanation of remuneration policy and its implementation; there was no individual based performance incentives; there was no group based performance incentives and there was no skill based pay element in our pay package This means that respondents hold a low view to the practices of their organizations on issues related to compensation (pay) and rewards.

The second objective was about the level of organizational performance in Melkassa agricultural research center which was not effective due to the poor performance of human resource management practices. From the results of the data analysis made in previous chapter the study identified that in the Melkassa agricultural research center being surveyed; members of staff are fully were not utilized to meet organization's goals, there was no continuously assesses customer satisfaction; there was no high quality administrative systems are in place to support service delivery, the organization did not responds to

customers complain in a timely manner and the organization delivers its services/products promptly without any delay which showed that in the organization were not at adequate level. In addition to these, the organization achieved its annual objectives moderately for the performance of different activities of the organization was medium.

The third objective is about association between HRM practices and Organizational Performance. Here the correlation analysis shows that HRM practices has a positive relation with organizational performance. The maximum correlation ($r = .752$) is existed between training and development and organizational performance, followed by the association ($r = .695$) between recruitment and organizational performance; performance appraisal and organizational performance ($r = .446$); and compensation and OP ($r = .377$). All the Correlation between independents and dependent variable was significant at the 0.01 level.

The fourth objective is about HRM practices and its impact on organizational performance in Melkassa agricultural research center. The value of R^2 denotes that 57.5 percent of the observed variability in organizational performance can be explained by the HR practices namely recruitment and selection, training and development, compensation and performance appraisal. The remaining 42.5 percent is not explained which means that the rest 42.5 percent of the variation of organizational performance is related to other variables which are not depicted in the model. This variance is highly significant as indicated by the F value ($F=64.582$ and $P = 0.000$, $P < 0.01$).

5.2. Conclusion

The purpose of this study is to explore the effect of human resource management practices on organizational performance at Melkassa agricultural research center in East Shoa, Oromia and to suggest recommendations for its improvement. The findings of current research study illustrate that the human resource management practices (recruitment and selection, training and development, compensation and performance appraisal) are positively related to organizational performance. Employees are one of the critical strategic assets for any organization. Likewise, the agricultural research center should strive to attract the talent, well trained and enthusiastic employees and improve their performance. Successful and good effective implementation of human resource management practices empowers the research

center employees and improves their performance and their organization's performance positively. Employees have an important and strategic role in enhancing the research center positioning in significant fields such as quality of research and improving the quality of the seed duplication. Therefore, best practices of human resource management stimulate Melkassa Agriculture research center employee's performance which in turn improves organizational performance. So, Melkassa agricultural research center realizes the importance of stimulating the center employee's performance; many offices are giving more attention from the top management of human resource management practices. Hence, it is vital that the Melkassa agricultural research center should develop their human resource management practices to enhance their employee performance. Therefore, a study on the employees' assessment of the influence of human resource management practices on organizational performance with particular reference to Melkassa agricultural research center is justified. The results can be generalized to similar agricultural research institutions across Oromia. To increase its organizational performance, the research center management should implement the HRM practices includes (selection, training and development, compensation and rewards, performance appraisal) in order to increase their efficiency on the organization performance. The results may not be generalized across the country. Thus, future studies should consider a larger sample and other organizations or sector of Ethiopia, in order to develop a broader understanding of the human resource management practices and organizational performance.

5.3. Recommendations

Taking into consideration the summary of the major finding and conclusions, the researcher suggests the following recommendations:

- The management of the Melkassa agricultural research center needs to properly plan for training and development practices and performance to improve their performance and to increase their motivation.
- The management of Melkassa agricultural research center needs to be conducting training and development based on need assessment by identifying the existing skill gaps as well as enhance employees' level performance with

skilled and experienced trainers in collaborating with nearby university to motivate employees and other stakeholders.

- It is recommended that budgets for training and development be solely dedicated to such purposes. To reap the full benefits of training and development programs, adequate monitoring and management of performances of employees will be instituted by management.
- It is recommended that management of Melkassa agricultural research center endeavor to link pay to performance. This type of compensation structure is known to ensure fairness, eliminate conflicts, tension and minimize the turnover of talented military members for higher performance.
- Performance appraisal simply, is all about individuals and their managers having regular, quality conversations. For performance management to work, it is recommended that focus is directed on the results that the Melkassa agricultural research center is aiming to achieve and a recognition that the individual employees need to engage with those aims. It is advised that underperformance will be managed in such a way that it does not create tension and conflict or demoralize and discourage the employee from reforming.
- The study also recommends that Melkassa agricultural research center should recruit based on the capability of the candidates on performing the job responsibilities than consideration based on host community influences to ensure that effective candidate is employed to perform the specified duty effectively.
- Moreover, it is better if in the selection and recruitment procedure, complete qualifications will be stressed and should also be linked with the job to be done as most qualifications do not much the job to be done.

5.4. Implication for future research

The research has targeted only Melkassa agricultural research center a branch found at East Shoa zone. So that it impossible to generalize the finding of this study to all agricultural research center branches throughout the National Regional state by investigated a single

branch MARC. Future research should utilize larger sample size with a comparative analysis research among different public or private organizations. HRM with organizations' strategy must be studied because this could indicate the effectiveness of a particular strategy over others in achieving better performance. Future research that focuses on the relationship of effective implementation of HRM systems with employees' motivation and organizational culture that could affect firms' performance must be studied.

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APPENDICES

Appendix A

HARAMBEE UNIVERSITY COLLEGE

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

MBA PROGRAM

I am a Student currently pursuing a Master of Business Administration at Harambe University College. I am presently carrying out a research on the Effect of Selected Human Resource Management Practices on organizational performance specifically on recruitment and selection, training and development, compensation and performance appraisal in the case of your organization. I kindly request you to fill in the questionnaire of the above mentioned topic under study. The information required is purely for academic purposes and will be treated with complete confidentiality. The results of the report will be used for academic purposes and will also add to the existing body of findings meant to address organizational performance. Your cooperation during the exercise will be highly appreciated.

Thank you in advance for your participation and time

Yours faithfully,

Abu Boset

Instruction for completion

Please go through all the questions before attempting to complete the questionnaire. Please remember that you simply answer the questions based on your current knowledge and/or experience about recruitment and selection, training and development, compensation and

performance appraisal practices at Melkasa Agricultural Research Center. Please complete the questioner without discussing it with other staff. Put a tick (✓) mark on the appropriate response to each of the question. All information will be treated as strictly confidential. Information will be used in aggregated form. No organization member will have access to completed questionnaire; data will be tabulated by researcher and only presented as statistical summary for the entire group.

Section A: Personal data

Kindly select appropriate response by checking (tick) in the box where applicable

1) Sex

1. Male ☐ 2. Female ☐

2) Age group

1. 18-29 ☐ 2. 30-39 ☐ 3. 40-49 ☐ 4. Older than 50 years ☐

3) Which of the qualification below do you possess?

1. MA/M.Sc and Above. ☐ 2. BA/BSc ☐ 3. Diploma ☐
4. High school complete ☐ 5. Junior high school complete ☐

Section B: Human Resource Management Practices

The questions below are based on your knowledge of recruitment and selection, training and development, compensation and performance appraisal practices in Melkassa Agricultural Research Center. Select the option that most represents your opinion on each of the following statements. Kindly use the following Likert scale to answer: 1. Strongly Disagree (SD), 2. Disagree (D), 3. Neutral (UN), 4. Agree (A) and 5. Strongly Agree (SA)

No	HRM practices	1	2	3	4	5
	Recruitment and Selection					
1	The organization recruits immediately positions are declared vacant.					
2	The organization fills vacant positions both from internal sources and external sources.					
3	The organization has a policy which guides in recruitment					

	activities.					
4	The staffs are made aware of an existing vacancy or vacancies.					
5	The employees are involved in making decisions regarding employment.					
6	There is transparency in the short listing of job candidates.					
7	All divisional/departmental heads are involved in the selection process.					
8	Only candidates with the relevant skills are considered during the selection process.					
9	The organization does not encourage the influence of external forces during the selection process.					
10	The organization takes into consideration affirmative action during the recruitment and selection of staff					
11	The organization acknowledges all application letters as a sign of seriousness on its part					
	Training and development	1	2	3	4	5
1	Training and development offered is relevant to employees' jobs					
2	Training and development is aimed at improving organizational performance					
3	Employees in each job will normally go through training and development programs every year					
4	Training and development programs are well planned and designed					
5	All the employees are exposed to different kinds of training and development					
6	There is training and development for problem- solving skills.					
7	There is a training and development policy applicable to all employees					
8	There are plans and budgets for training and development activities					
9	The organization links training and development with the organizational business strategy					

10	The organization has a full-fledged Training and development department manned by competent professionals					
11	There is evaluation of result after training and development programs					
	Performance Appraisal	1	2	3	4	5
1	Performance appraisal is fair in this organization					
2	There is a formal and written performance appraisal system					
3	I am informed of how my performance evaluation is done					
4	Performance of employees is measured on the basis of objective quantifiable results					
5	The objectives of the appraisal system are clear to employees					
6	Appraisal system has a strong impact on individual and team performance					
7	Appraisal system helps me to grow and develop my career					
8	Employees are provided with performance based feedback and counseling					
9	I feel performance appraisal is just a formality in this organization					
	Compensation	1	2	3	4	5
1	Incentive pay is linked to job performance for all employees					
2	The organization provides managerial staff a flexible compensation structure but not a standardized one					
3	There is a great discrepancy in incentive pay between the high and low performers for the same job					
4	The incentive pay of middle- to high-level managerial staff is linked to the organization's performance.					
5	Salary and other benefits are comparable to what is generally obtainable in the industry					
6	There is a clear explanation of remuneration policy and its implementation					
7	There are individual based performance incentives					
8	There are group based performance incentives					
9	There is skill based pay element in our pay package					

If any other, please specify any other points related with HRM practices

Section C: Organizational Performances

The questions below are based on your knowledge of organizational performances practices in Melkassa Agricultural Research Center. Select the option that most represents your opinion on each of the following statements. Kindly use the following Likert scale to answer: 1. Strongly Disagree (SD), 2. Disagree (D), 3. Neutral (UN), 4. Agree (A) and 5. Strongly Agree (SA)

No	Organizational performance	1	2	3	4	5
1	The organization achieves its annual objectives					
2	The organizational objectives are in line with the organization's mission					
3	The organization supports innovation.					
4	Members of staff are fully utilized to meet organization's goals.					
5	The organizations always achieve its objective within the set time frame					
6	The organization aggressively introduces new products					
7	Continuously assesses customer satisfaction					
8	High quality administrative systems are in place to support service delivery.					
9	The organization responds to customers complain in a timely manner					
10	The organization makes optimal use of its financial resources.					
11	The organization compares progress made in the organization from time to time.					
12	The organization delivers its services/products promptly without any delay.					
13	The organization controls overhead costs.					

Appendix B

INTERVIEW QUESTIONS FOR MANAGERS AND HR ADMINISTRATION MEMBERS

1. Do you think your organization focuses more on developing HRM practices?
2. How HRM practices integrate both institutional and employees' needs?
3. Do you think it is important to formulate and integrate HR strategy with your organization's strategy?
4. What is your future expectation of HRM practices in your organization?
5. Do you think HRM practices contributed to your organization's success?
6. To what extent the HRM practices are implemented to improve the organizational performance in MARC?
7. What should be done to maintain the positive effect of HRM practice in MARC?
8. What should be done to avoid the negative effect of HRM practice in MARC?
9. Would you please suggest if there is anything to be changed with regard to the current human resource management practices of the organization?